

Hasson

The City Of  
*Portland*



FISCAL YEAR 1999-2000

**ADOPTED  
BUDGET**

VOLUME ONE

**“A PORTLAND STORY”**  
**JACK McLARTY, 1997, WOODCUT PANELS**

**Jack McLarty, a lifelong Portlander, grew up within three blocks of Portland’s City Hall and attended the Museum Art School (now the Pacific Northwest College of Art), where he later taught. Since early in his career, when he decided to do what he knew best, his paintings have included Portland imagery.**

**A large mural of colored woodcut panels entitled *A Portland Story* was recently installed on the third floor of City Hall as part of the City’s Percent for Art program. McLarty sees the Willamette River as the heart of the City and made it the central focus of the piece. The side panels (from which the cover detail is taken) represent incidents, people, and buildings important throughout Portland’s history.**

**McLarty’s work is in numerous public collections including Buckman School, the Civic Auditorium, Laurelhurst School, Lewis and Clark College, Mt. Hood Community College, the Portland Art Museum, the Seattle Art Museum, the State of Oregon Capitol Collection, the Visual Chronicle of Portland and the newly renovated City Hall.**



# **Adopted Budget**

## **City of Portland, Oregon**

### **Fiscal Year 1999-00**

#### **Volume One**

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



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# Budget Award

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

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

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







# Mayor's Budget Message

## INTRODUCTION

In keeping with my ideals that “vision with action can change the world,” I am pleased to present this budget for year two of the FY1998-00 biennial budget. It is a budget that I believe will help put into action projects which focus on protecting and improving Portland's quality of life. In developing this package, I have worked closely with the entire Council to deliver budget adjustments based on new situations that arose in both our own bureaus and the city as a whole, which help us achieve the vision and goals we agreed on in December 1998.

These goals are:

- ◆ Ensure decent, affordable housing
- ◆ Build a livable city through good planning and well-managed growth
- ◆ Support quality education to produce well educated citizens
- ◆ Promote economic vitality and access to quality jobs for all
- ◆ Maintain a financially stable City
- ◆ Ensure a safe and peaceful community
- ◆ Maintain and improve our parks, green spaces, water and air sheds
- ◆ Promote the inclusion of under-represented neighborhoods and groups in participation in city activities and services
- ◆ Keep the central city vital
- ◆ Build a multi-modal transportation system
- ◆ Grow as an international city
- ◆ Become a more effective partner in the region

To that end, I am particularly pleased at the steps we have made to making this City more family friendly – from our continued commitment to affordable housing, to our renewed attention to homeless youth, to the disappointing need to once again stretch beyond the traditional functions of the City to support our local schools.

## The Biennial Budget

*This is the second year of a two year budget cycle.*

The Adopted Budget presents the decisions for year two of the FY1998-00 biennial budget. The budget incorporates decisions made in year one of the biennium that were to be implemented in year two, as well as allocation of additional resources available for year two that were identified through the update to the General Fund Five-Year Financial Forecast.

This Adopted Budget continues the City's adherence to adopted financial policies such as the Comprehensive Financial Management Policy, the General Reserve Fund Use Policy, and the General Fund Revenue policy.

*This budget supports many policy and planning documents, such as the Portland Future Focus Strategic Plan, that promote the long-term health of the City.*

The budget supports three major comprehensive policy and planning documents. The major policy documents are the Portland Future Focus Strategic Plan, the Portland-Multnomah Benchmarks, and the Metro 2040 Regional Framework Plan.

Portland Future Focus is the comprehensive strategic plan focused on quality of life issues which has guided the City's policy making and budgetary decisions since its release in August 1991.

Portland-Multnomah Benchmarks track the City's progress in addressing performance according to six clusters: the economy; education; children and families; quality of life; governance; and public safety.

The Metro 2040 Regional Framework Plan addresses how and where growth should take place with a regional perspective rather than a limited jurisdictional perspective.

In addition to these major policy documents the City budget is guided by subordinate policies and plans which bring these overriding policy considerations down to the implementation level. Examples are the Portland Development Commission Five-Year Plan, various neighborhood and community plans, transportation planning documents, bureau specific strategic plans and five-year financial plans, and many others.

All decisions within this budget adhere to and are supportive of those policies, which together promote the long-term health of the City in its efforts to most effectively deliver services to citizens.

*This is the third annual budget that incorporates the impact of voter approved tax limitation measures on tax revenues.*

This FY1999-00 budget is the third annual budget adopted after the passage of major tax limitation measures in FY1996-97. We now have a better understanding of the effects of the measures on assessed values and therefore property tax receipts. The present system has a fixed rate per thousand dollars, \$4.5770, that may be applied to assessed values. Assessed values are allowed to increase by 3% per year, plus any new construction.

In the past the tax rate varied dependent upon assessed values. Local jurisdictions were allowed to increase property tax revenues by 6% per year.

## FINANCIAL CONSIDERATIONS

Even with this increased understanding, we have remaining risks and unknowns which affect the construction of the Adopted Budget.

### **Tax Increment Financing**

Lack of clarity on the statutes addressing tax increment financing and application of the methodology selected for each urban renewal area leaves the City with continuing uncertainty regarding resources for the urban renewal areas.

The application of the urban renewal statutes addressing tax increment financing and property taxation has been challenged in court and could result in lower tax increment resources available. Any decision on this legal challenge is not expected to take place until after the beginning of the new fiscal year. We are prepared to adjust the budget of our urban renewal agency, the Portland Development Commission (PDC), if there is an adverse decision.

## Pension Management

*The Fire and Police Disability and Retirement Fund (FPD&R) has an unfunded liability of \$913,000,000.*

## Fire and Policy Disability and Retirement Fund (FPD&R)

The most significant long term financial issue from the first year of the biennium budget continues to affect this year's budget, and in fact the issue has been exacerbated. The first year Budget Overview mentioned funding for the Fire and Police Disability and Retirement Fund (FPD&R). This remains a pay-as-you-go system with an unfunded liability as of June 30, 1998 of \$913 million.

The FPD&R funding challenge will be examined by a special group consisting of representatives from the affected unions, City administration, and private citizens. This group will review what options may be used to most effectively address this unfunded liability on both a short and long-term basis.

## Public Employees Retirement System (PERS)

*The Public Employees Retirement System (PERS) has an unfunded liability of approximately \$300,000,000.*

This fiscal year, PERS added approximately \$300 million in unfunded liability to the City's requirements. (PERS is the retirement system which covers City employees not under the FPD&R system.) The increase in the unfunded liability is primarily due to an updated actuarial study and the increase in retirees selecting the Money Match option of payout.

The updated General Fund Five-Year Financial Plan has built in the capacity to address the PERS issue through the possible issuance of Pension Obligation Bonds, once the final liability figure is determined. The current estimate is \$16 million per year citywide. This is \$16 million per year that would not therefore, be available to spend on services to our citizens.

## State Shared Gas Tax Revenues

The state legislature has not increased the gas tax in eight years. This has exacerbated the need for road maintenance and improvements. There is discussion on various bills addressing this issue at the state legislative session now in progress.

If an increase is not forthcoming, funding for transportation issues in the city becomes critical. Lack of an increase may drive the need for realignment of city funding priorities.

## Taxation of Centrally Assessed Intangible Property

Legislative efforts at the state level to exempt intangible personal property continue during this legislative session. Successful passage of this exemption could result in the loss of significant resources to the city. This may have a material impact in the delivery of services to our citizens.

Our Government Relations personnel and others in the City are working at the legislature to address this possible problem.

## Other Financial Considerations

*Issues such as energy deregulation, slower regional growth, and new federal mandates may all have impact on future City financial obligations.*

Other financial risks are not exclusive to Portland. The possible effects of energy deregulation remain undetermined; local and regional economic growth is slowing down; and, increased mandates from the federal government will affect our costs, specifically the decision to place nine fish runs which pass through the City on the endangered species list.

All of the known uncertainties have been examined and addressed as part of the development of the second year budget and the General Fund Five-Year Financial Forecast which supports it.

Given those uncertainties we have adopted a budget which continues to address Council goals through the application of specific strategies directed toward defined objectives. Some of the major budgetary decisions supporting the goals and strategies are presented in the following section, Major Budget Decisions.

The City of Portland promotes a coordinated approach to the delivery of City services. From a budgetary perspective, this means that any individual budgetary decision may cross bureaus, and will almost certainly support more than one of the Council goals listed at the beginning of this Budget Message.

Within this overview a specific budgetary decision will be highlighted once under the goal it most directly supports.

## MAJOR BUDGET DECISIONS

### **Goal: Ensure decent, affordable housing**

*Affordable housing efforts are being enhanced.*

Finding affordable housing unfortunately continues to be a problem for Portlanders. Commissioner Sten, the Council, and I are committed to finding long-range funding solutions that will assist families struggling to afford rising housing prices. In the meantime, this budget will help us preserve what affordable units we currently have, while also putting resources into the Housing Investment Fund to support building new affordable housing.

#### **Housing Preservation**

Our budget implements funding for the possible purchase of HUD Section 8 housing that expires this fiscal year. If housing units which are currently under the Section 8 umbrella are at risk of being lost as affordable housing, the City may temporarily purchase these properties. The intent is to work with non-profit organizations such as the Housing Authority of Portland to have them become the ultimate owners of these properties. We have budgeted up to \$1,810,000 in General Fund resources which through prudent use of debt financing, may leverage up to \$8.0 million to support this effort.

#### **Housing Investment Fund**

The City continues its efforts to promote the development of new affordable housing throughout the city. We have allocated an additional \$1,272,700 in General Fund resources to support additional development of new affordable housing units. This amount is above the \$6.8 million previously budgeted for FY1999-2000.

This additional General Fund support will leverage \$1.67 million in program income from previous General Fund expenditures on housing programs. Including funds from tax increment financing, federal support, and foregone revenues, we will budget over \$61 million to support housing goals in the next fiscal year.

### **Goal: Build a livable City through good planning and well managed growth**

In my State of the City speech, I described our livability as a fragile thing that needs constant care and nurturing. All around the city, we have taken on ambitious projects to ensure Portlanders get what they want from their city in terms of quality of life where they live, work, and play. I maintain that in order to absorb the pressures of increasing growth, we need to continue to stay focused on efforts in town centers, and along main streets and transit corridors. This package will move forward our efforts to strengthen planning efforts and make them more strategic, and address needs in key local neighborhoods.



## 2040 Planning

*The City is increasing support for 2040 planning efforts.*

Our Adopted Budget adds \$1,043,400 to support planning efforts focused on regional centers, main streets, town centers, and transit corridors. These efforts support the 2040 Regional Framework Plan produced by Metro, the organization responsible for managing overall growth in the region. Specific projects focus on the Gateway area, Hollywood, St. John's, North Macadam, I-405, and Civic Stadium.

This new appropriation augments the \$328,358 identified as a year one decision to be incorporated into this year two budget, for a total of \$1.4 million.

The budget also includes \$521,000 allocated in the first year of this biennium to begin implementation of strategies and objectives identified in the planning phase.

## New Urban Renewal Areas

The City has established two new urban renewal areas to encourage and facilitate the revitalization and growth of businesses and neighborhoods. For FY1999-00 we may realize as much as \$772,000 to begin improvements in the Lents Town Center and River District urban renewal areas.

## Other Area Plans

Our Adopted Budget includes \$900,000 in funding for the continuation or start up of five separate area plans. These area plans are:

- ◆ NW Industrial Area
- ◆ Central Eastside
- ◆ West Downtown
- ◆ Pleasant Valley
- ◆ Willamette Greenway

*The City has many geographically focused planning efforts to improve neighborhoods and business districts.*

## Goal: Support quality education to produce well educated citizens

## Public School Funding

It is necessary to once again stretch beyond our traditional role to assist our local schools. The City Council and I remain firm believers that to sustain a healthy, vibrant city we cannot ignore their struggles. Good schools are absolutely critical. They act as a magnet to both families and businesses; produce responsible citizens and a well-prepared work force, and; prevent later social problems. I hope this is the last year of our support and that the legislature will do its job this year to fund local schools at the level needed to ensure our children can reach the high standards necessary to compete today.

To demonstrate to the State Legislature that we are serious about turning the operation of the Portland Public School District (PPS) around, we have allocated \$3 million in one-time dollars to fund implementation of selected recommendations from the District's audit we funded last year. The one-time money should be used for projects in the PPS and the other school districts within the City that will result in savings in the years to come.

We have also allocated the \$1 million I promised during my State of the City speech to begin summer school programs that get our children to their grade level and help end the practice of social promotions. All of our children deserve to succeed; we cannot continue to fail them.

We will also take over the supervision of the school police, which will require the addition of one police captain at a cost of \$95,000. This will enhance coordination between the PPS police agency and the Portland Police Bureau and allow reallocation of the funds saved by PPS for other priorities of the school system.

In concert with Commissioner Francesconi we have added \$300,000 per year for three years to expand after-schools programs through the Parks Bureau to fund Schools Uniting our Neighborhoods (SUN).

**Goal: Promote economic vitality and access to quality jobs for all**

Both in the central city and citywide, our actions to create jobs and economic opportunity must also close the gap between the rich and the poor. In today's quick-changing knowledge based economy, training becomes increasingly important, as does maintaining the city's competitive edge worldwide. The workforce development and business retention efforts earmarked in the budget ensure that the city continues to stay in the path of global competition.

**Workforce Development**

*The City promotes economic development, job training and employment growth.*

This effort, previously housed within the Portland Development Commission (PDC), has successfully transitioned to a non-profit status to coordinate all workforce development efforts in the City and Multnomah and Washington counties. City support includes \$700,000 for the Youth Builders program targeted toward at-risk teens.

The PDC will spend over \$2.7 million this year on job related programs in various locations around the city.

**Economic Development**

Through PDC, the Adopted Budget allocates \$54 million for economic development programs including such programs as:

- ◆ Transportation/Transit - \$26 million
- ◆ Business Development - \$9.7 million
- ◆ Business Services/Finance - \$2.2 million
- ◆ Neighborhood Commercial - \$5.1 million
- ◆ Targeted Industries Development - \$1.9 million

**Business Retentions/Recruitment**

We have allocated an additional \$100,000 above the previous commitment in on-going General Fund resources, to the Portland Development Commission to support efforts focused on retaining businesses in the city, and recruiting new businesses to locate in the city.

**Goal: Maintain a financially stable City**

The City of Portland has a national reputation as a financially well-managed City. This budget furthers that reputation through support of proactive approach to addressing on-going financial challenges.

## Capital Funding

Our Adopted Budget returns the City to the policy of increasing General Fund supported capital efforts by increasing this resource by \$1.0 million per year for the next five years. At that time the City will have \$8.0 million per year to cash finance capital needs. This cash financing option allows the City more flexibility to ensure the most efficient use of limited resources.

## Pension Liability Management

*Pension Liability Management remains the most significant long term financial issue facing the City.*

Working with Council, we will begin to address the unfunded liability issues of the two retirement systems. Options and planning will be finalized in FY1999-00. Financing of the PERS unfunded liability will be addressed before the close of the fiscal year. The FPD&R problem will take longer to process because it will require changes to the City Charter.

## Legislative and Regulatory support

We have increased support for the Energy and Cable offices to continue their efforts to ensure proper representation of the City's interests in the emerging field of utility deregulation and the threat of the loss of intangible personal property taxes. This budget allocates an additional \$96,565 in one-time funds to assist with representation at the legislature and Public Utilities Commission as well as the analysis and studies to support the City's positions on these issues.

The Adopted Budget also allocates \$71,366 to our Cable Office. This increase restores reductions made under Measures 50 and 47. The increase is necessitated by the high growth in the number of telecommunications franchises.

## Water and Sewer rates

*Water rates are anticipated to increase 4.4%, and Sewer rates are anticipated to increase 9.4%.*

As mentioned earlier, we have had to respond to requirements imposed by others that affect our bureaus and service delivery. Specific examples affecting the utility bureaus include the increased PERS costs and the Endangered Species listings.

Even with these additional requirements the increase in average retail water rate is under the 5 percent originally estimated in the financial forecast. Rates are anticipated to increase 4.4 percent.

The increase in the average single family sewer bill is estimated to increase 9.4 percent, which keeps the rate increase well below the 10 percent threshold.

The water and sewer utilities continue to look for cost reduction and cost control opportunities to reduce rate increases, as well as maintaining the highest water quality standards and addressing environmental issues, such as the Endangered Species Act listings.

## Information Technology Strategic Plan

The Adopted Budget continues funding of the Information Technology Strategic Plan (ITSP). Implementation of the ITSP includes \$866,500 plus \$553,000 specifically targeted to the corporate Geographic Information System. These efforts will support the City technology infrastructure, create efficiencies, and expand and improve access to information for our citizens.

*The City will invest in an effort to obtain and leverage grant resources.*

### **Grant Seeker Program**

Our Adopted Budget includes \$95,000 to increase and expand citywide efforts in obtaining grants. This investment will be tested over a two year time period. We will examine the return to the City to ensure this modest investment does indeed bring more funds to the City than the cost of the program.

### **Service Improvement Initiative (SII)**

We have included \$147,376 to continue the efforts of this initiative. SII is a collaborative process between labor and management. Their efforts over the next fiscal year will focus on improving internal capabilities to be able to sustain the SII efforts over the long term using City employees. The areas of development are:

- ◆ Project design
- ◆ Organizational assessment and development
- ◆ Written resources and other media
- ◆ Training teams in problem solving and work practice improvement
- ◆ Work process analysis for improved service delivery

### **Goal: Ensure a safe and peaceful community**

As Mayor and Police Commissioner I am excited that today, Portland is safer than it has been in over a quarter of a century. Violent crimes such as murder, rape, robbery, and aggravated assault dropped 35 percent since the start of community policing in 1988. Not only are we statistically a safer city, but Portlanders feel safer. In the Auditor's 1998 survey of Portland citizens, 88 percent said they feel "safe" or "very safe" walking alone in their neighborhoods during the day, as compared with 71 percent in 1991.

I am pleased that this budget ensures our ability to continue to address problems of juvenile violence, domestic violence, auto theft, and graffiti while also addressing the increased public safety needs of a growing population.

### **Community Policing**

This budget continues funding for all police officer positions at the current level. This includes the continued funding of the 42 officers made possible through the federal COPS MORE grant. The General Fund Five-Year Financial Forecast includes on-going funding for these positions upon expiration of the grant.

### **New Fire Station**

*The Adopted Budget continues funding for Community Policing positions and the construction and operating costs for one new fire station.*

The citizens of Portland passed a \$53.8 million general obligation bond in support of public safety facilities in the fall of 1998. This bond issue is specifically targeted to the construction of two new fire stations, and seismic upgrades to others. Construction on the first new station will begin this calendar year. The five-year financial forecast includes the operating and maintenance costs of this new station.

Construction on the second new station will not begin until the City can ensure adequate funding for operations and maintenance of the second facility. This on-going funding requirement remains a priority for future financial forecasts.

### **Youth Gun Anti-violence**

We have included \$100,000 in one-time General Fund resources to continue funding for this program. This program bolsters the efforts surrounding the after school programs for youth within the parks bureau budget.

**Goal: Maintain and improve our parks, green spaces, water and air sheds**

Our parks remain the jewels of Portland – our string of emeralds – and our citizens rightly demand we preserve and cherish them. With the disappointing loss of the Parks bond measure, it was necessary for the City to increase funds to maintain our parks at a level that ensures they will continue to be a source of Portland pride.

The sobering announcement of the expanded Endangered Species Act listings also places new demands on our budget. As last year, we are again investing significant efforts to clean up our rivers and streams. It is our sacred trust to the environment that we do so.

**Parks Basic Infrastructure Support**

Our Adopted Budget allocates \$1.9 million in General Fund support to address some of the highest priority capital needs of our parks. Projects include replacement of roofs and other necessary building repairs.

**Parks Maintenance**

*Support for parks increases in this budget.*

The budget will continue to expand operating and maintenance support for parks by allocating an additional \$400,000 in on-going resources. This allocation will leverage the \$500,000 added in year-one of this biennium budget, \$150,000 added during the fiscal year and the \$198,000 previously identified as a year two decision to be incorporated into this budget. The total increase in Parks operations and maintenance appropriation over the biennium approaches \$1.2 million.

**Endangered Species Act (ESA)**

In response to a federal listing of nine fish species as endangered, we have increased efforts to protect and improve the health of the Willamette and Columbia rivers as they pass through the City. This Adopted Budget includes over \$2.7 million to support this effort, \$721,000 of which is from the General Fund. The anticipated long-term costs of addressing the effects of the listing will be identified as part of this year's effort.

The ESA program is in addition to the \$1.0 billion dollar Combined Sewer Overflow project now underway.

**Sustainable Portland Commission**

We have included \$65,173 in the Adopted Budget to increase support to the commission. This effort will allow the City to focus more efforts on promoting the advancement of green industries. The commission's efforts also promote business practices throughout the City, including internal City practices, which promote a sustainable future through the efficient use of limited resources.

**Goal: Promote the inclusion of under-represented neighborhoods and groups in participation in City activities and services**

In my State of the City speech, I spoke of the word "commonweal" - the common welfare, the public good. This Council has made a commitment to promote the inclusion of under-represented neighborhoods and groups in City activities and services. As a City, we must continue to reach out and find new solutions to involve them.

**Mediation Center**

In the Adopted Budget the mediation center, managed by the Office of Neighborhood Involvement, is now restored to full funding through the allocation of \$215,000 in on-going resources. The center supports programs to assist citizens in resolving disputes before the dispute may rise to involvement by public safety officers.

*We continue to partner with Multnomah County in the coordinated delivery of services to our youth.*

### **Homeless Youth**

Council made a mid-year commitment to assist the County in implementing the findings and recommendations of a study on how best to address the problem of homeless youth in Portland. We gave the County \$250,000 in one-time funds in December 1998. This budget contains an on-going allocation of \$350,000 and a one-time expenditure of \$150,000 to continue our commitment.

### **After School Programs**

As mentioned earlier, the Adopted Budget allocates an additional \$300,000 for after school programs. This is a three-year commitment and includes an Asian youth outreach effort. This allocation is added to the \$300,000 one-time allocation made as a year-one decision to be incorporated into this year-two budget.

### **Apprenticeship Program**

Following on the efforts of last year's contractor development program, the Bureau of Purchases will oversee the expenditure of \$200,497 in on-going support for apprenticeship programs in Transportation and Parks. This support is to enhance these bureaus existing efforts.

### **Parks Program Guide**

The budget continues funding in the amount of \$100,000 for a program guide. Distribution of the program guide has been successful in increasing use of parks and parks programs by under-represented citizens who may not have been aware of the opportunities available.

### **Goal: Keep the central City vital**

In November, hundreds of Portlanders came together to envision a healthy central city. With the Willamette River as our focal point, we created a vision of an urban center that flourishes 24-hours a day. To do that, we must continue to enhance our central city and keep it a place where people want to live, work, and play.

### **Arts Support**

*We continue to increase support for our arts organizations through this allocation to the Portland Opera.*

We have included a commitment to the Portland Opera of \$200,000 per year for five years. This follows the year-one budget efforts which previously added \$700,000 for the support of the arts. As is the practice with all City arts funding, the funds will be allocated to the Regional Arts and Culture Council for disbursement to the appropriate arts organizations.

### **Transportation Support**

This budget contains the \$716,000 identified in year one to be incorporated in the year two budget to support central business district sidewalk scrubbing, landscape maintenance, and the abandoned auto program.

### **Goals: Build a multi-modal transportation system**

Everything we work for in terms of livability is quickly forgotten when we're angrily stuck in gridlock and congestion. Despite the defeat of last year's South/North Light Rail bond measure, Commissioner Hales, the City Council, and I remain committed to developing a transportation system that will keep this City moving.

### **Central City Streetcar**

The project is now underway. It is intended to further the health of the downtown by efficiently connecting the city from the River District to Portland State University. City expenditures in support of this effort total \$14 million for the FY 1999-00.

### **Airport Lightrail**

This project is underway through a cooperative agreement with the City, TriMet, and private developers. The city effort is being managed by PDC. This spur will link the airport to downtown via the Gateway transit mall. The city will expend over \$23 million dollars in FY 1999-2000.

### **Goal: Grow as an international City**

Our goods and services now must travel not only around Portland, our state and region, but internationally. With technology changing the way in which we do business, we must realize we are now competing with neighbors not only in adjoining states, but around the globe.

It is my intent and that of Council that all budget decisions and the associated projects further the city's growth and importance as an international city. This is evident in decisions regarding managing our growth, development of economic ties with the pacific rim, pursuit of targeted industries, improvements in transportation systems and economic development, increased support for the arts, workforce development, and continued support to ensure a highly educated citizenry.

Advancement in the attainment of this goal is indicative of the multi-goal approach to our strategies and budget decisions.

### **Goal: Become a more effective partner in the region**

Understanding our place in the world also means understanding that we are inherently tied to our state and our region.

Many of the individual budgetary decisions highlighted under the previous goals also support our efforts to become a more effective regional partner. Examples include:

- ◆ Support for Airport Light Rail
- ◆ Support for expansion of the Oregon Convention Center
- ◆ Development of the Central City Streetcar
- ◆ 2040 Planning efforts directed at locations outside the central city core
- ◆ Support for housing, particularly affordable housing
- ◆ Support for addressing the health of fish populations listed under the Endangered Species Act
- ◆ Support for the Regional Water Supply Plan
- ◆ Increased support for the arts and the regional facilities which house arts programs

## CONCLUSION

As we await the new millennium, from celebrations to predictions of technological mayhem, we have to realize how connected we are. We are no longer a small city on the edge of the United States somewhere between Washington and California. Today, we have globally recognized companies who call our city home. We are leaders in international trade, high technology, creative services, environmental technology, and planning.

But we no longer have the luxury of clinging to our past accomplishments. We have to begin taking action now to define what we want Portland to be, and how we keep it a healthy, sustainable community.

There is a saying that opportunity is a moving target. The bigger the opportunity, the faster it moves. On the cusp of a new millennium the opportunities are endless. I am proud that Portlanders are ready to seize them.

A handwritten signature in black ink, reading "Vera Katz". The signature is fluid and cursive, with a long horizontal stroke extending from the end of the name.

Vera Katz

Mayor



# User's Guide

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

## VOLUME 1 — OPERATING BUDGET

### **Mayor's Budget Message**

presents Mayor Vera Katz' budget message to the citizens highlighting Council goals, major changes in City services, policies and requirements.

### **User's Guide:**

presents a primer on the budget documents.

### **Overviews**

#### **City Overview**

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

#### **Budget Overview**

An overall summary of budget, this section contains an introduction to the budget explaining the major issues affecting budget decisions, a list of major budget decisions by Council goal, a list of additional priority items, a summary of resources and expenditures by service area (Public Safety, Parks, Recreation and Culture, Public Utilities, Community Development and Services, Transportation and Parking, and Legislative/Administrative and Support Services), and an explanation of the City's debt management policies and present debt position.

#### **Financial Overview**

includes summaries of the City financial structure, summaries of financial policies which guide decision making, the financial planning process used in developing the two-year budget and five-year financial plan, and the budget process and time line.

#### **Budget Notes**

express specific City Council direction given to the bureaus as part of the budget development process. Budget Notes are developed and structured to ensure proper attention is given to work items Council identifies as priorities.

### **Financial Summaries**

#### **Financial Tables**

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

## **Service Areas**

### **Service Area Summary:**

presents a three page summary of a specific service area. The budget and operations of the city are structured around the following service areas: Public Safety; Parks, Recreation and Culture; Public Utilities; Community and Development Services; Transportation and Parking; and, Legislative, Administrative and Support Services

### **Bureau Budgets**

Contained within each service area are bureau specific budgets with summary financial information, a general description of the bureau, a highlight of changes from the FY 1997-98 budget, description of programs, management objectives, performance measures in table and chart format, line item detail and position detail pages, and the Budget Decision page(s) -- which summarize the decisions made through the budget development process to each bureau.

### **Glossary of Terms**

lists of terms and acronyms used in the budget documents.

## **VOLUME 2 — CAPITAL BUDGET AND PORTLAND DEVELOPMENT COMMISSION**

### **The Capital Improvement Plan**

includes an introduction to the City's Capital Improvement Plans, explains the decision process for General Fund projects, an overview of the five-year capital budget, highlights of the FY 1998-99 General Fund capital budget, highlights of the FY 1998-99 capital projects for the 'other' funds, and various tables which present the projects by Service Area, including anticipated changes to operating and maintenance costs.

### **Portland Development Commission (PDC) Budget**

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

### **Appendices**

includes the detailed financial plans for the General Fund and 'other' funds, the financial policies and adopting resolutions, budget adoption ordinances, a list of City funds by type, name, or number.

## **VOLUME 3 — CAPITAL BUDGET PROJECT DETAIL**

### **Capital Improvement Plan detail pages**

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

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

# Overviews

## City Overview

### INTRODUCTION

This section of the FY 1999-00 budget document provides the reader with general information on the city of Portland, its demographics as well as its government management systems. The information will aid the reader in understanding the environment in which decisions are reached during the budget process. It will also assist the reader in examining and understanding other sections of this budget document by placing context around the budget decisions.

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

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

### DECISION PROCESS

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

*Citizen involvement in the budget decision process is extensive.*

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

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

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

*Bureau program budgets have a long term perspective.*

The combination of these efforts to establish goals and priorities, to explore issues, and to contemplate long-range financial plans enables the Council to provide direction to the city's major bureaus prior to the submission of formal budget requests. This up front planning ensures that the each biennium budget responds to council priorities not just for the two-year budget period, but also over the long-term.

## CITY OF PORTLAND CHARACTERISTICS

### Basic Statistics

The City of Portland, with a population of 508,500 comprises an area of approximately 147 square miles in northwestern Oregon. Located astride the Willamette River at the confluence with the Columbia River, Portland is the center of commerce, industry, transportation, finance, and services for an immediate metropolitan area with a population of 1.40 million. Portland is the largest city in Oregon, the county seat of Multnomah County, and the second largest city in the Pacific Northwest.

### Recreation

#### Natural Areas

Portland is situated in the heart of a vast and diverse recreational area encompassing desert, marine, forest, and mountain environments. The city is a convenient point of departure for Pacific Ocean beaches, located 100 miles to the west, and the forested Cascade mountains to the east.

Among the snow-capped peaks is 11,235-foot Mt. Hood, one of the world's most climbed mountains, and home of the world famous Timberline Lodge, only 60 miles from Portland. There are two major ski resorts on the mountain.

On a clear day, Mt. St. Helens, an active volcano, is visible from the city.

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

#### Visitor Opportunities

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

The city also hosts the Portland Trail Blazers of the National Basketball Association, as well as a professional hockey and baseball team. The city's newest arena, the Rose Garden, a private and public sector joint venture, was opened in October 1995.

The Classical Chinese Garden in the city's Old Town/China Town area, which integrates efforts for community activities and art exhibits through authentic Chinese design, is scheduled to open in 2000.

### Diversified Economy

#### Shipping and Other Port Facilities

Portland is the leading warehousing and distribution center for the Pacific Northwest, serving a market area of about seven million people. Portland's deep water location on the Columbia River gives it substantial geographic and, therefore, economic advantages for freight shipping. The Columbia River ship channel is maintained at a depth of 40 feet from the Portland Harbor to the Pacific Ocean, 110 miles downstream. Portland is a regular port-of-call for many shipping lines serving major world trade routes. The Port of Portland, a governmental unit responsible for air and marine port facilities, offers outstanding opportunities for expanding export industries, investments, business and travel.

Portland International Airport (PDX) is the fastest growing major airport on the West Coast. To ensure that PDX keeps pace with growth into the next century, more than \$100 million has recently been invested by the Port of Portland, in improving and expanding airport facilities.

### **Manufacturing**

Portland's economy has slowly diversified over the past decades. Steady growth in non-traditional sectors, such as the manufacture of electrical equipment, instruments and related products has placed Portland in an economic structure that shows continued strength, typically exceeding national economic growth. Semiconductor manufacturers, such as Intel and Wacker Siltronic have already established major facilities in the region. Within the last two years Fujitsu, a large semiconductor manufacturer, has expanded its billion dollar facility in Multnomah County and LSI Logic has built a billion dollar facility. Tektronix, Intel, Nike, Boeing, Kaiser Permanente and Fred Meyer, recently purchased by Kroger, are just a few of the other major employers in the Portland Metropolitan area.

### **Strong Downtown Core**

The City's financial commitment to its downtown has resulted in one of the nation's most attractive urban cores. Development activity has balanced well with strong gains in housing, retail and office space. The City also has strong historic preservation and multifamily housing programs. This assistance in the preservation of downtown housing and historic structures has created a unique urban atmosphere. This blending of old and modern facilities enhances the livability of downtown.

### **Mass Transit**

The Tri-County Metropolitan Transportation District (Tri-Met) provides bus service throughout the metropolitan area. The nationally recognized "MAX", Tri-Met's light rail system running on a 15-mile line between downtown Portland and east to the City of Gresham has been operated since 1986. The west side expansion of the light rail system opened September of 1998. Plans for a north/south extension are also being developed.

### **Post-Secondary Education**

Portland State University, one of the three large universities in Oregon, is located on a campus encompassing an area of 26 blocks adjacent to the downtown business and commercial district. Additionally, there are four independent colleges, three community colleges, and three church affiliated colleges in Portland.

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

### **Well Managed City**

*Portland continues to receive recognition as one of the best financially managed cities in the United States.*

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

For the past sixteen years the City has received the Certificate of Achievement for Financial Reporting and for the past ten years has received the Distinguished Budget Award from the Government Finance Officers Association.

## FORM OF CITY GOVERNMENT

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

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

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

*Mayor and Commissioners act as legislators and administrators.*

The Mayor and Commissioners act as legislators and administrators. Thus, Council members are responsible for enacting City laws, enforcing City laws, and administering bureaus under their supervision. Figure 1 on page 19 depicts the City's current organizational chart.

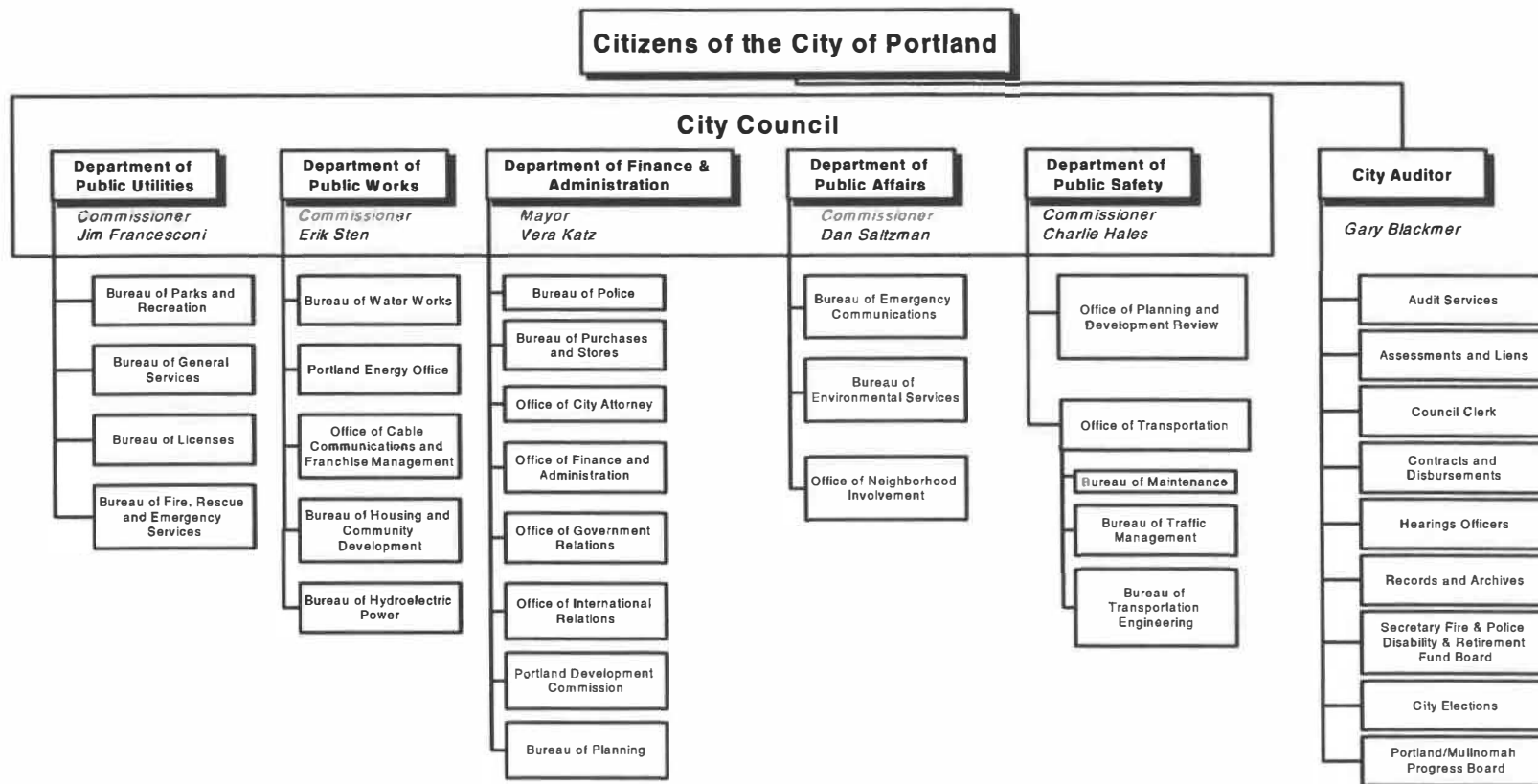
The Mayor is the formal representative of the City, responsible for assigning each of the commissioners responsibilities for one of five departments, or service areas: Finance and Administration, Public Affairs, Public Safety, Public Utilities and Public Works. The Mayor also decides which agencies the commissioners will manage. These assignments can be changed at any time by the Mayor. Traditionally, the Mayor has been the Commissioner of Finance and Administration. Current assignments are shown in Figure 1 on page 19.

*The City Auditor is an elected position.*

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

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

Figure 1: City Organizational Chart



## **CITY TRENDS**

The following trends and Ten Year Comparison charts provide information of importance to city residents and management of the City. A review of these trends indicates:

### **Rapid Growth**

Over the last ten years, primarily as a result of an aggressive annexation program, the city has experienced tremendous growth. The area served has increased by 7.24%, with residents served increasing by over 19.0%. Projections indicate that over the next two decades the Portland metropolitan area can expect 500,000 new residents

### **Improved Efficiency**

The overall number of employees has increased by 13.4% over the last ten years. This growth rate has not kept pace with growth in population. When measured on a "per 1,000" population basis, positions have actually declined by 2.7% over the last ten years. In effect, the organization has become more efficient as the City has experienced growth and city government has responded to the various tax limitation measures. This decline per thousand residents includes the increase in positions, by 85, for FY 1999-00.

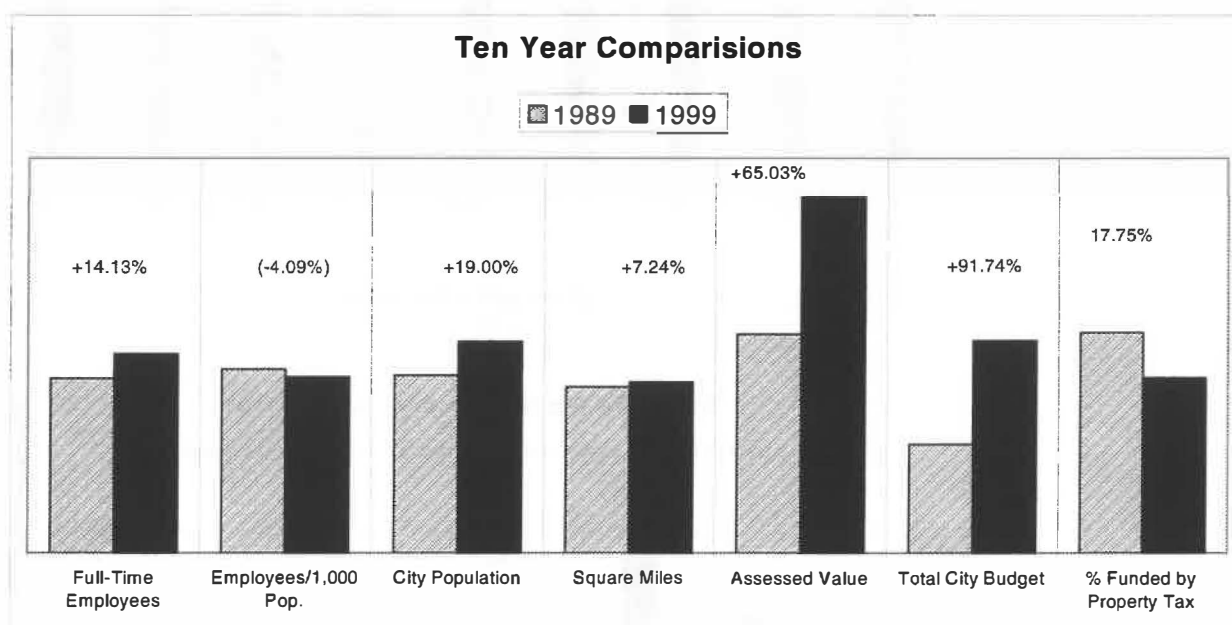
### **Improved Financial Condition**

Budget growth has been fueled by a strong regional economy, an expanding service area, expanding services desired by citizens and improved property values. When adjusted for inflation, the budget has grown over 90% over the last ten years. However, as a result of the tax limitation measures passed by the voters in 1990 and 1996, the percent of the budget supported by property taxes has only increased by 17.7%. Because no sales tax is assessed either at the state or local level, this trend means that the city is becoming more reliant on other revenue sources, such as fees for service, business income tax, utility franchise fees, and lodging taxes.



**Figure 2: General Trends****City of Portland - Trends**

|   | July-98         | July-99 (est.)  | Change       | %Change  |
|---|-----------------|-----------------|--------------|----------|
| Per Capita Income   | \$28,447        | \$29,414        | \$967        | 3.3%     |
| Unemployment  | 3.90%           | 3.80%           | -0.10%       | -2.63%   |
| CPI (Jan 97-Jan 98)   | 3.30%           | 1.10%           | -2.20%       | -200.00% |
| Population  | 512,000         | 514,281         | 3,500        | 0.68%    |
| Square Miles  | 146.6           | 146.6           | 0.0          | 0.0%     |
| Real Market Value<br>of property in the City<br>of Portland - in billions | \$35.6          | \$37.8          | \$2.3        | 6.0%     |
| Total Net Budget  | \$1,240,408,216 | \$1,267,414,141 | \$27,005,925 | 2.1%     |

**Figure 3: Ten Year Comparison Table**

|  | 1989    | 1999    |
|--|---------|---------|
| Full-Time City Employees                             | 4,594   | 5,243   |
| City Employees per 1,000 Population                  | 10.6    | 10.2    |
| City Population (in thousands)                       | 432,175 | 514,281 |
| Square Miles in the City                             | 136.7   | 146.6   |
| Assessed Value of property in the City (in billions) | 22.2    | 36.6    |
| Total City Budget (in millions)                      | 661     | 1,291   |
| Percent of City Budget Funded by Property Tax        | 22.4%   | 17.7%   |

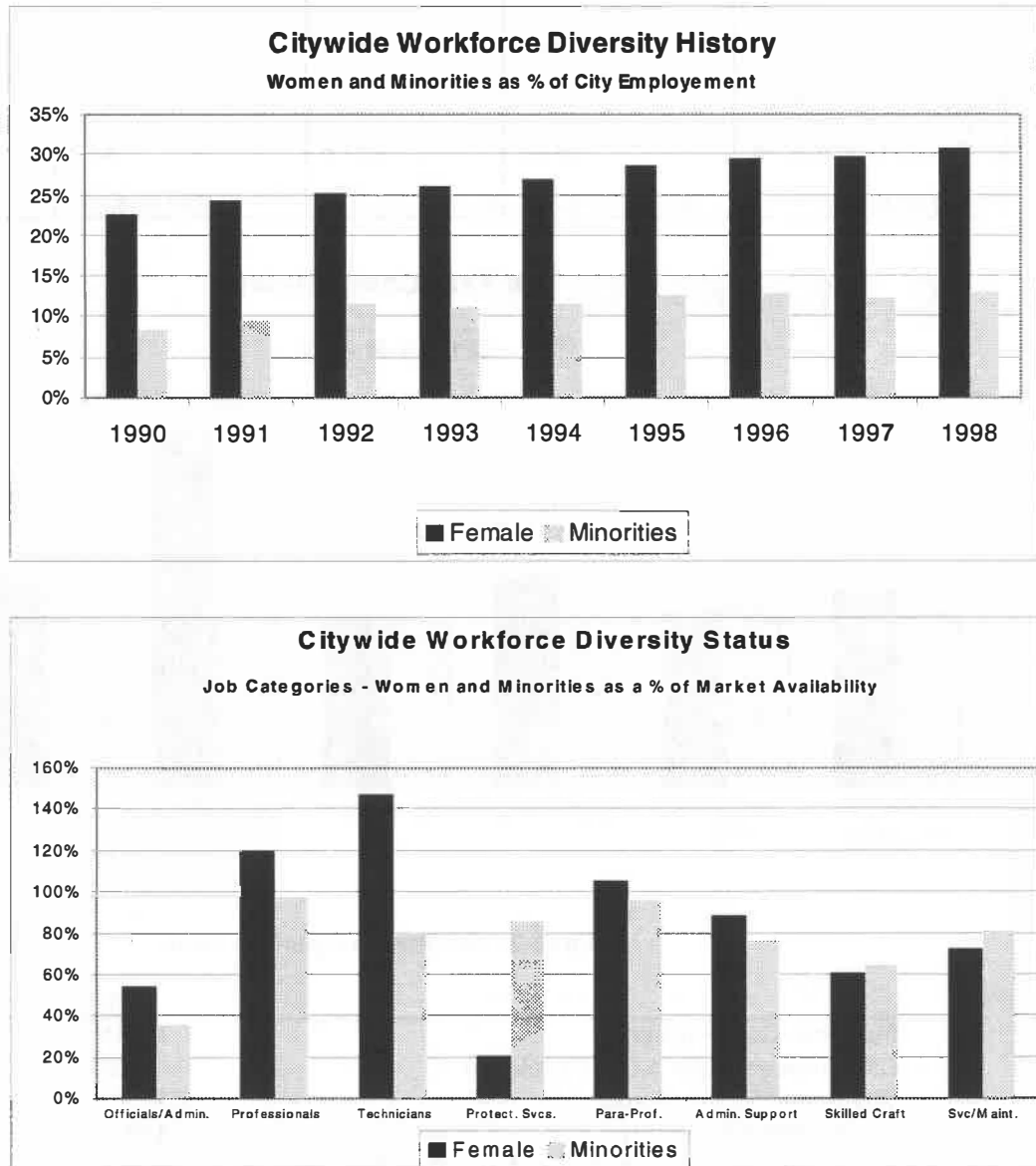
## WORKFORCE DIVERSITY

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

The top chart indicates that both women and minority representation as a percent of total city employment has slowly increased since fiscal year 1989-90.

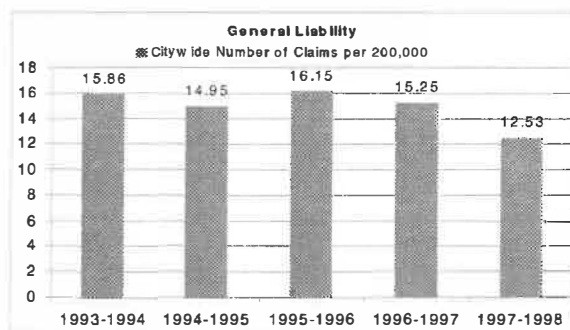
The bottom chart shows that minority representation is now close to exceeding market representation in the para-professionals category and professional categories. This is a significant improvement over past performance, but indicates the need for continued efforts to improve.

**Figure 4: Workforce Diversity Trends**

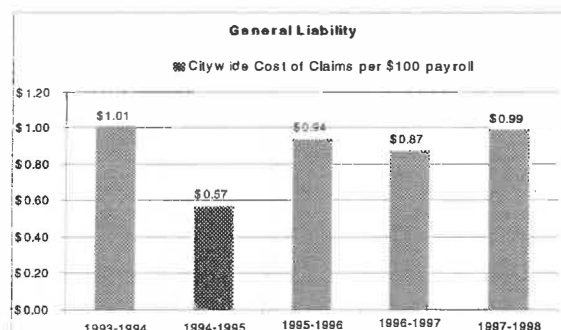


## LIABILITY AND WORKERS'S COMPENSATION

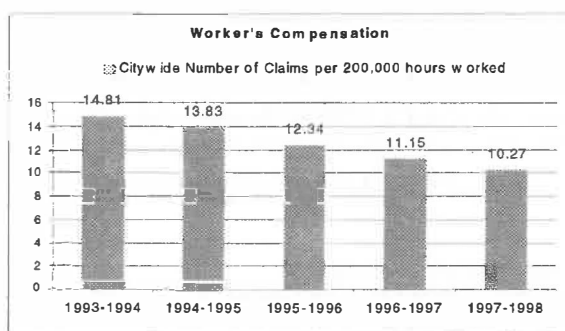
The city is self-insured for liability and worker's compensation claims. For FY1999-00, the city budget, including reserves for future claims, totals just over \$24.6 million for this purpose. Any action to reduce these types of liabilities means reduced costs for City bureaus. This gives Council the opportunity to appropriate more funds to services for citizens. For this reason, Council promotes loss reduction programs as a high management priority.



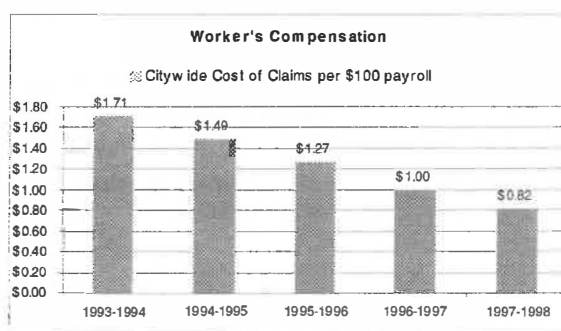
The trends show steady progress in controlling and lowering the number of General Liability claims against the city.



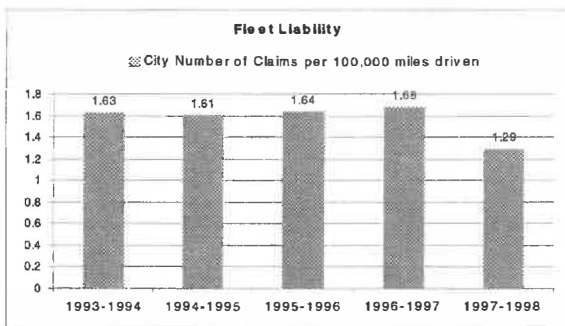
Although the number of claims declines, the cost per claim continues to fluctuate reflecting the individual nature of the liability claims.



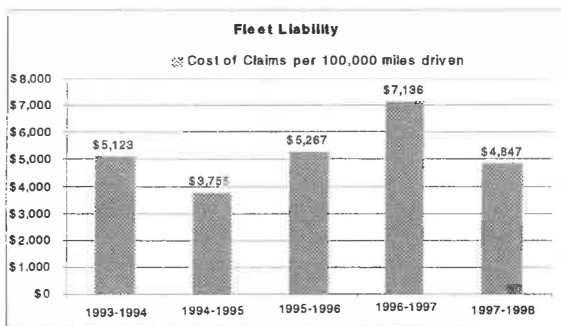
Worker's Compensation claims continue their five year decline, reflecting successful efforts throughout the bureaus.



Paralleling the decline in claims, the cost per claim is also declining through effective management.



Fleet Liability claims continue to fluctuate. They are down significantly for FY1997-98, but are expected to increase for FY1998-99.

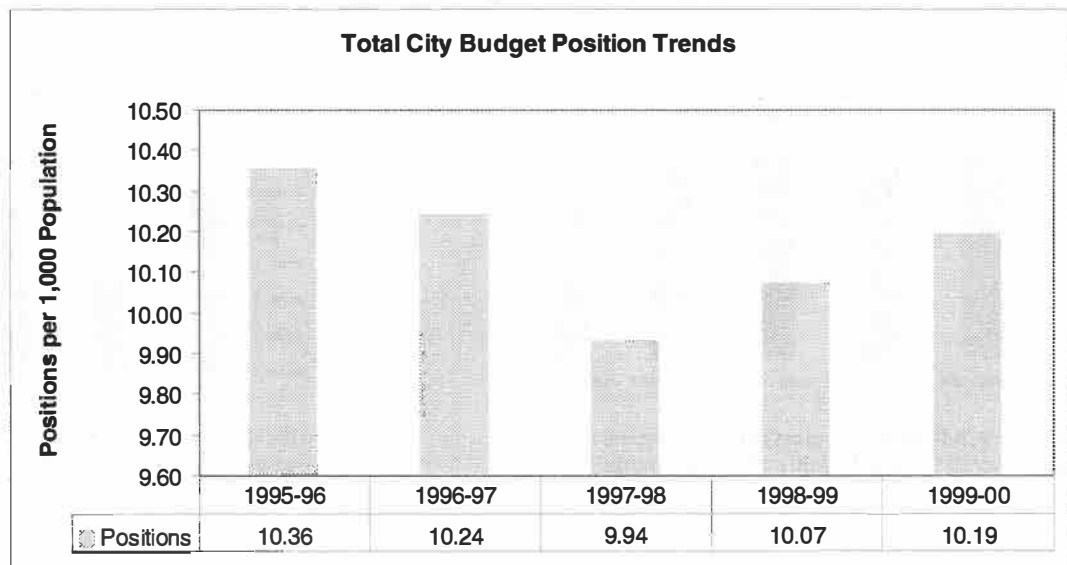


The cost of claims fluctuates based on the type of damage, such as significant damage to police patrol vehicles.

## TOTAL BUDGET POSITION AND OPERATING BUDGET TRENDS

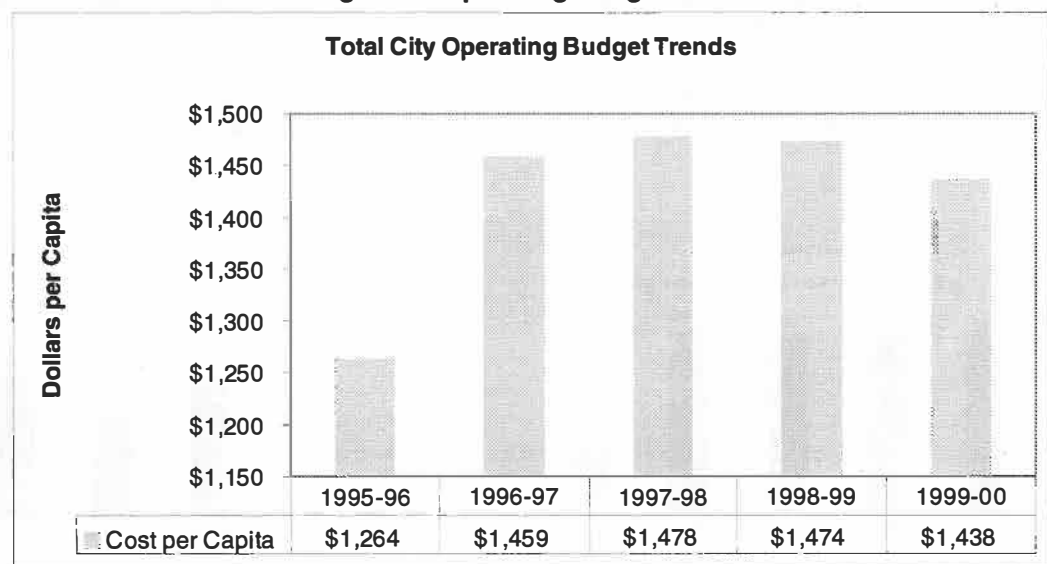
These charts display staffing and budget levels over time, on a per capita basis, and with the effects of inflation removed. The intent of the charts is to track real growth in positions and operating budget as a result of service level changes or expansion of service area.

**Figure 5: City Positions Trends**



Total positions per thousand have increased slightly from FY1998-99, continuing the modest increase since the imposition of Measure 50. The FY1999-00 budget authorizes 5,243 positions, an increase of 85 from FY1998-99 Revised Budget. The major increases are in Planning, Parks, Emergency Communications, and the Portland Development Commission

**Figure 6: Operating Budget Trends.**

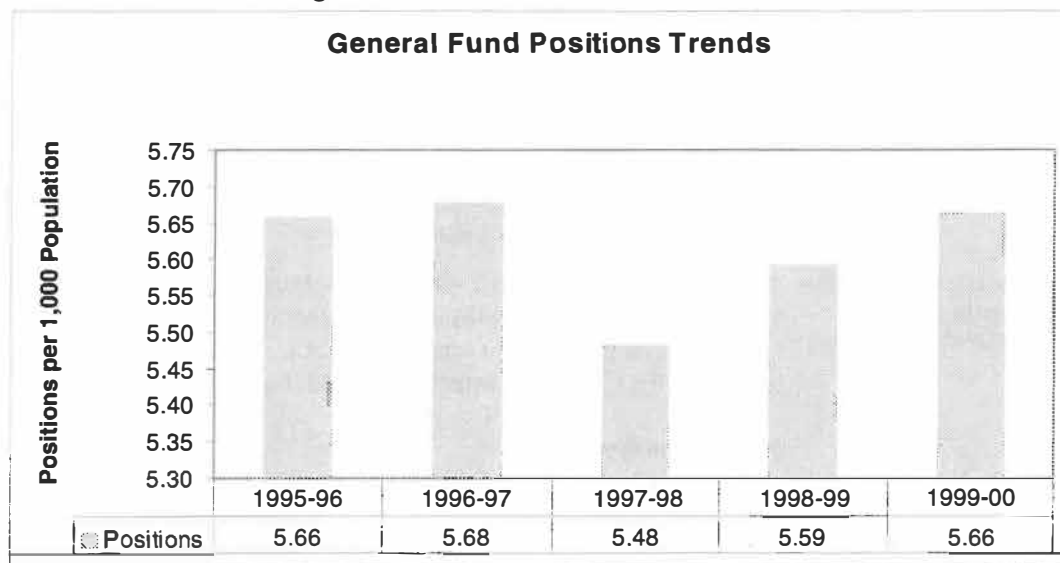


Operating cost per capita, adjusted for inflation, continues to decline from FY1997-98. Bureaus have been able to deliver services more efficiently.

## GENERAL FUND POSITION AND OPERATING BUDGET TRENDS

These charts display staffing and budget levels over time, on a per capita basis, and with the effects of inflation removed, for the General Fund only.

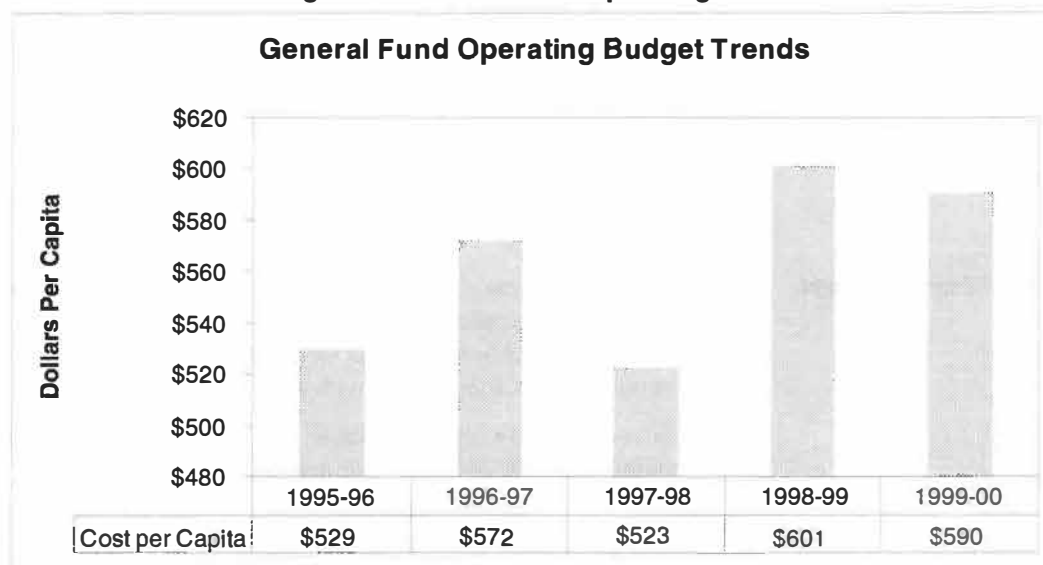
**Figure 7: General Fund Position Trends**



The decrease in FY1997-98 was a result the passage of tax limitation measures. Position increases in FY1998-99 are in response to citizen desires for increased levels of service. Parks has increased by over 40 positions in this biennium, primarily to support maintenance.

The FY1999-00 budget authorizes 2,913 positions, and increase of 34. Parks adds 11 positions, Planning adds 8, and Police adds 5.

**Figure 8: General Fund Operating Trends.**



The operating budget per capita declines reflecting increased efficiency in service delivery.

# Budget Overview

## BUDGET SUMMARY

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

### Total City Budget

*The total city budget is down by \$14 million from the FY1998-99 Revised Budget.*

### Total Legal Budget

State of Oregon Local Budget Law requires reporting of the “total budget”, which includes total operating costs and internal transactions between funds. The Adopted Budget for FY1999-00 totals \$1.77 billion dollars, representing a decrease of \$2.6 million dollars from the FY1998-99 Revised Budget.

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

### Total Net Budget

Eliminating the double count resulting from the internal transfers, the City’s net budget for operating and capital requirements is \$1.29 billion. This “net budget” amount represents a \$5.7 million dollar decrease from the FY1998-99 Revised Budget. The reduction is primarily due to a decrease in capital expenditures.

For a numerical summary, refer to Table 1 in the Financial Tables section of the budget volume.

|   | FY1998-99<br>Revised | FY1999-00<br>Adopted | Dollar Change  | Percent<br>Change |
|---|----------------------|----------------------|----------------|-------------------|
| <b>Total City Budget</b>                                |                      |                      |                |                   |
| Total Budget  | \$ 1,770,761,376     | \$ 1,768,177,196     | \$ (2,584,180) | -0.15%            |
| Less: Tax Anticipation Notes<br>and Interfund Transfers | \$ (473,704,727)     | \$ (476,843,949)     | \$ (3,139,222) | 0.66%             |
| Net Budget  | \$ 1,297,056,649     | \$ 1,291,333,247     | \$ (5,723,402) | -0.44%            |
| <b>General Fund Budget</b>                              |                      |                      |                |                   |
| Total Budget  | \$ 344,333,356       | \$ 349,377,196       | \$ 5,043,840   | 1.46%             |
| Less: Tax Anticipation Notes<br>and Interfund Transfers | \$ -                 | \$ -                 | \$ -           |                   |
| Net Budget  | \$ 344,333,356       | \$ 349,377,196       | \$ 5,043,840   | 1.46%             |

### General Fund Budget

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

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

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

Like the City’s total budget, the General Fund may be viewed in two different ways.

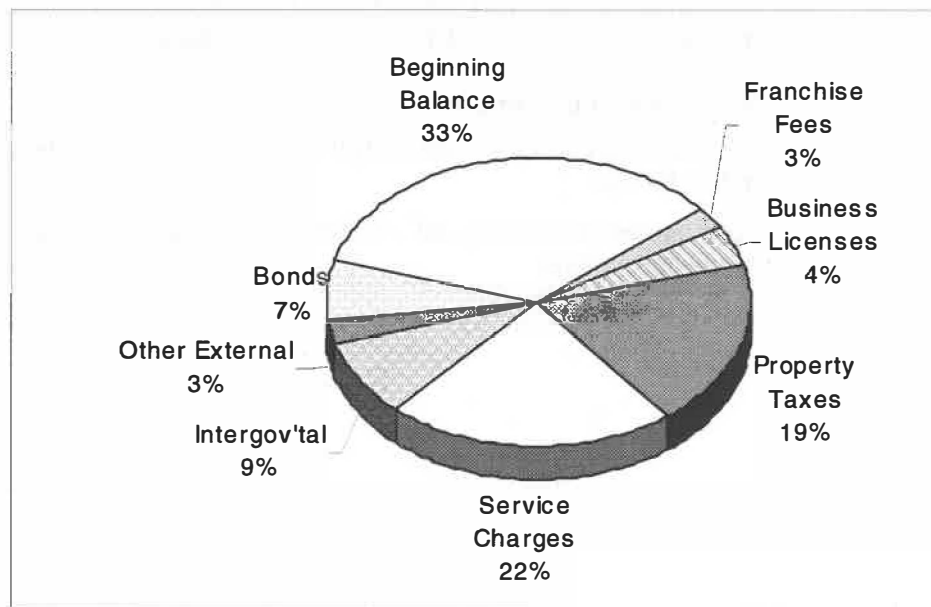
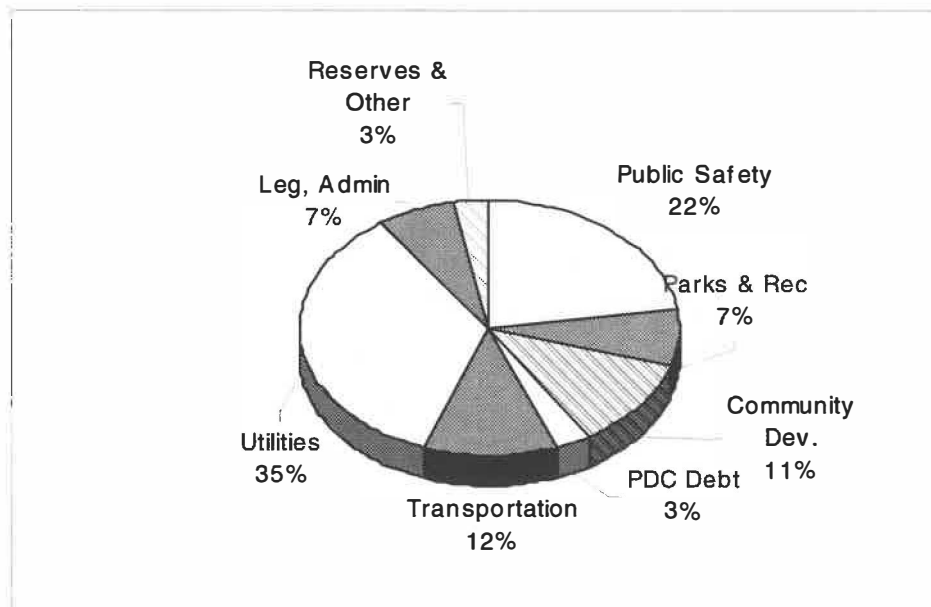
**Legal General Fund Budget**

The Legal General Fund budget for FY1999-00 is \$349.4 million, representing a \$5.0 million increase from the FY1998-99 Revised Budget.

**Net General Fund Budget**

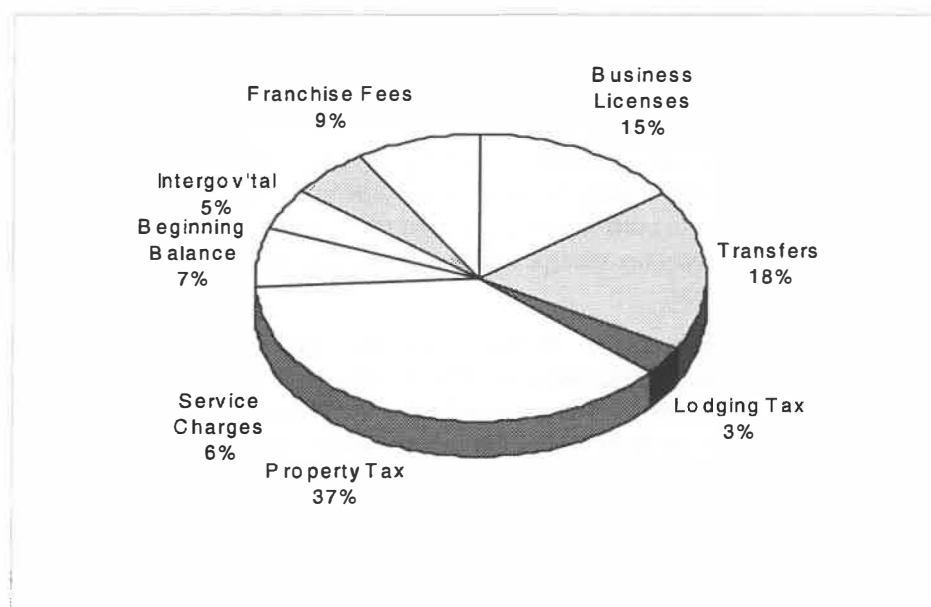
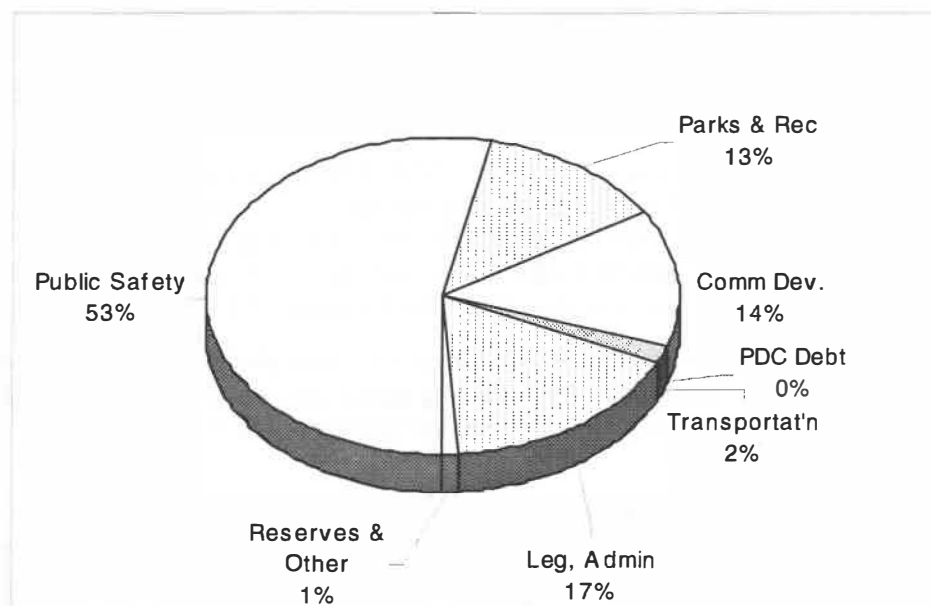
The City's Net General Fund Budget is the same as its legal budget, totaling \$349.4 million in FY1999-00.

For a numerical summary, refer to Table 3, General Fund, in the Financial Tables section of this budget volume

**Figure 9: Total City Budget — Resources by Major Category****Figure 10: Total City Budget — Requirements by Service Area**

|   | FY1998-99<br>Revised | FY1999-00<br>Adopted | Dollar Change  | Percent<br>Change |
|---|----------------------|----------------------|----------------|-------------------|
| <b>Total City Budget</b>                                |                      |                      |                |                   |
| Total Budget  | \$ 1,770,761,376     | \$ 1,768,177,196     | \$ (2,584,180) | -0.15%            |
| Less: Tax Anticipation Notes<br>and Interfund Transfers | \$ (473,704,727)     | \$ (476,843,949)     | \$ (3,139,222) | 0.66%             |
| <b>Net Budget</b>                                       | \$ 1,297,056,649     | \$ 1,291,333,247     | \$ (5,723,402) | -0.44%            |



**Figure 11: General Fund — Resources by Major Category****Figure 12: General Fund — Requirements by Service Area**

| Revised<br>FY1998-99 | Adopted<br>FY1999-00 | Dollar<br>Change | Percent<br>Change |
|----------------------|----------------------|------------------|-------------------|
| \$ 344,333,356       | \$ 349,377,196       | \$ 5,043,840     | 1.46%             |

**Revenue Summary**

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

### Changes from the Previous Year - General Fund

**Resources:** General Fund resources decrease by \$5.0 million which recognizes the effects of the unusually large beginning balance in FY1998-99, which is down \$6.0 million for FY1999-00.

The beginning balance for FY1998-99 was unusually high due to uncertainties surrounding the implementation of the property tax limitation measures, Measures 47 and 50. Because of that uncertainty, Council made a decision not to allocate possible additional property tax revenue until it was clear what the amount of those resources would be, if any. Additional property tax receipts were realized and allocated by Council in the fall Budget Monitoring Process.

*The General Fund resources for FY1999-2000 are \$2.8 million less than the Revised Budget for FY1998-99.*

**Property taxes:** Property taxes increase \$7.0 million, or 5.1%. This modest increase affirms the anticipated effects of the last property tax limitation measure. That measure, Measure 50, limits taxable assessed value growth to 3% per year, plus any new construction. Property taxes are now computed as a fixed rate upon the assessed value. The fixed rate is \$4.5770 per thousand dollars of assessed value.

**Business License:** Revenues increase \$3.6 million. This 7.4% increase is small compared to the previous five years. This low increase is a strong indicator that local and regional economic growth has slowed. The lower rate of increase also reflects the loss of corporate headquarters income from those businesses which relocated their headquarters outside the City of Portland.

**Service charges and fees:** Projected revenues are up \$0.4 million, which is a 3.1% increase. The bulk of this increase, \$1.0 million, is parks and recreation facilities charges. The increased fees will be generated by the new community centers and other new or upgraded recreation facilities which were completed in FY 1998-99 or will be completed in FY1999-00.

This increase is offset by a \$780,000 decrease in budgeted planning fees. The FY1998-99 Revised Budget assumed an aggressive level of planning fee growth that did not materialize. The FY1999-00 Adopted Budget fee revenues have been adjusted downward to reflect the latest projections and trends, include a workload which remains high, but with fewer of the large commercial projects which generate the large fees.

**State shared resources:** State resources shared with local governments are forecasted to increase \$800,000, reflecting higher anticipated cigarette and liquor tax revenues. These taxes are collected by the state and apportioned to the cities and counties based upon a fixed formula.

**Miscellaneous:** Miscellaneous other resource and revenue adjustments result in a net decrease of \$3.3 million to the General Fund from the FY1998-99 Revised Budget.

### One-time versus On-going Resources

*General Fund on-going resources increase \$5.7 million over FY1998-99.*

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

The net effect of the changes in General Fund resources for FY1999-00 is an increase of \$5.7 million in on-going resources available for allocation by the Mayor and Council. There is also \$2.6 million in one-time resources available for allocation.

### Changes from the Previous Year - Summary of Other Funds

**Transportation:** The major change is an operating fund increase of \$10.6 million. This reflects \$2.4 million decrease in Beginning Fund Balance, and a \$12 million increase from the Parking Facilities Fund to support the Central City Streetcar construction project. The decrease in Beginning Balance reflects the completion of previous capital projects that crossed fiscal years. Transportation also increases the resources from the Local Improvement District Fund (\$4.7 million) to support specific projects in targeted neighborhoods and business districts.

*Construction permits are projected lower for FY1999-00.*

**Buildings:** The Buildings Fund decreases a net of \$1.0 million. The significant change is a reduction in licenses and permit revenues. Construction permit fees are expected to decrease \$800,000 from FY1998-99.

*Capital expenditures decrease in Environmental Services and increase in Water.*

**Sewer Operating Fund:** This enterprise fund declines by \$10 million. The transfer from the capital construction fund decreases by \$6.0 million, reflecting reduced construction activity. An additional decrease is in the beginning balance, which is reduced by \$2.2 million. The expiration of a federal grant decreases resources by \$5.0 million. These decreases are partially offset by a \$4.2 million increase in utility charges. The increase in utility charges will fund continuing operations.

**Water Fund:** This enterprise fund increases \$8.1 million reflecting a higher beginning balance (\$2.1 million), increased construction (\$1.3 million), and a \$3.0 million increase in utility charges to fund continuing operations.

**Water Construction:** This fund increases by a net \$17.5 million reflecting the scheduled issuance of \$27.9 million in revenue bonds in FY1999-00, and a reduction of \$10.9 million in Beginning Fund Balance. The balance drop reflects the completion of previous capital projects. The increase in revenue bond proceeds will fund new capital projects tied to systems improvements and replacement of older facilities.

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

**Golf Fund:** The Golf Fund will increase by \$9.1 million. This enterprise fund will issue \$8.3 million in revenue bonds to fund capital improvements at two City owned golf courses.

**Parking Facilities:** This fund increase by \$24 million. The increase is primarily due to a \$20.9 million higher Beginning Fund Balance. This reflects the anticipated carryover of revenue bond receipts. Funds will be used to support part of the Central City Streetcar project and other parking facility capital improvements.

*The City maintains its emergency reserves.*

**General Reserve:** The General Reserve Fund is budgeted at \$36.3 million. This maintains the City commitment to set aside funds for fiscal emergencies. Half of the funds is targeted for emergencies such as natural disasters. The other half is for economic downturns such as a recession or other significant negative impacts to General Fund resources, such as tax limitation measures.

*Construction will begin on a new fire station in FY1999-00.*

**BFRES Facilities GO Bond Construction:** This is a new fund established in response to the successful passage of the GO Bond in the fall of 1998. \$24.0 million in bonds will be sold in FY1998-99 and carried over to FY1999-00. The funds will be used to for capital construction and improvements for the Fire Bureau, and the Bureau of Emergency Communications.

**Parks Bond Construction Fund:** This capital fund drops from \$22.3 million down to \$5.2 million. This reduction is the result of the completion of projects financed by an earlier bond measure. All projects funded by that 1994 measure will be completed by the end of FY1999-2000.

*Facilities Services will finish one major project and begin efforts on the public safety facilities.*

**Facilities Services:** This internal service fund is reduced from \$55.9 million to \$34.9 million. The net reduction recognizes the near completion of the new development building and the beginning of the public safety facility projects.

- ◆ **Development Services Building:** This new building is under construction and will be completed in the summer of 1999. It is part of the Blueprint 2000 effort, a major redesign and reorganization of bureaus and workflows supporting planning and development activities.
- ◆ **Public Safety Facilities:** The public safety facility projects are funded from the \$53.8 million bond measure passed in the fall of 1998. The \$24.8 million in expenditures for FY1999-00 entails the purchase of land and construction of one new fire station and seismic upgrades to other stations.

## Expenditure Summary

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

A presentation by service area or program is presented in the next major section of the overview, Highlights by Service Area.

This summary presents the expenditures by line item, such as base salary, overtime, benefits, etc. The City budget line item expenditures are summarized by Major Object Category. Table 1 of the Financial Tables summarizes this information.

- ◆ **Personal Services (wages and benefits):** Personal Services total \$367.1 million, which is a 4 percent increase over the prior year. The major increase is in the benefits line item, specifically, the increase necessary to deal with the PERS unfunded liability issue mentioned in the Mayor's Budget Message.
- ◆ **External Materials and Service:** External M&S expenditures are adopted at \$304.6 million, which is a decrease of \$11.1 million from the previous year.
- ◆ **Internal Materials and Services:** Internal M&S, services supplied by one city bureau to another city bureau, increases \$12.6 million.
- ◆ **Capital Outlay:** Capital expenditures which encompasses major capital items such as land and buildings, decreases \$49.1 million. The decrease is due to less capital in Parks, Environmental Services, and General Services.

## EXPENDITURE HIGHLIGHTS BY SERVICE AREA

### Introduction

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

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

For instance, homeless youth programs, after school programs for youth (Schools Uniting Neighborhoods), summer school support, schools audit support, and the Youth Gun Anti-violence program all address a number of goals targeted to a specific population - youth. Goals supported are: support quality education; ensure a safe and peaceful community; inclusion of under represented groups; and become a more effective regional partner.

The actual expenditures for these efforts are budgeted in three different service areas: Public Safety; Parks, Recreation and Culture; and Community Development and Services.

Another example of strategies and objectives which cross service areas in support of Council goals is planning efforts. Although the decision package for 2040 Planning is presented within the Community Development and Services area, actual expenditures will take place in other service areas as well: Transportation and Parking; Parks, Recreation and Culture; and Public Utilities.

The above examples highlight the city's coordinated approach to addressing goals through citywide efforts affecting many bureaus.

### **Public Safety**

- ◆ The budget for police includes increases above inflation or contractual requirements for the lease of a police warehouse, \$178,000, and \$100,000 in support for the Youth Gun Anti-violence program.
- ◆ The Fire Bureau receives no increase above inflation or contractual agreements in its operating budget. Due to the passage of the \$53.8 million bond measure, Fire will begin major capital projects to enhance the safety and reliability of public safety buildings. The \$24.0 million budgeted for FY1999-00 may be found in the capital budget of the Bureau of General Services, Facilities Division.
- ◆ The Emergency Communications facility will also benefit from the passage of the public safety facilities bond measure, but the bureau will receive no operating budget increase beyond inflation and/or contractual requirements.

### **Parks, Recreation and Culture**

- ◆ The Parks Bureau operating budget increases by over \$1.2 million. \$500,000 of this will enhance maintenance efforts for open space and developed parks properties.
- ◆ The General Fund will support \$1.7 million in capital projects for the Parks Bureau. This support is largely driven by the failure of a parks bond measure in the fall of 1998. Recognizing the unmet needs, the Mayor and Council have indicated their support for the parks by supporting this capital allocation.
- ◆ Parks will use a \$300,000 increase over the FY1998-99 allocation for after school programs in support of the overall city strategy to address the needs of our youth. This expenditure is the prevention side of the Youth Gun Anti-violence effort.
- ◆ The City Auditor will complete an audit of parks operations this calendar year. Parks will follow this effort by developing a long range strategic plan to guide their future operations. This budget allocates \$225,000 to support the strategic planning effort.
- ◆ The Regional Arts and Culture Council will receive an increased allocation of \$200,000 to support the Portland Opera. It is anticipated that this commitment will continue for five years.

### **Public Utilities**

- ◆ The Bureau of Environmental Services (BES) will lead citywide efforts to address the listing of several fish species under the Endangered Species Act. The total effort for year two of this anticipated multi-year program is \$2.7 million. The Adopted Budget includes \$721,000 for the participating General Fund bureaus.
- ◆ BES continues its Combined Sewer Overflow program. This program will upgrade the existing system and virtually eliminate the discharge of raw sewage into the rivers as they pass through Portland. Expenditures for FY1999-00 will surpass \$62.8 million.
- ◆ The Water Bureau will continue to address regional water supply needs through cooperative efforts with other jurisdictions. They have also allocated \$27.3 million in capital expenditures to support improvements to existing infrastructure, and other expenditures to improve customer service.

**Community  
Development and  
Services**

- ◆ The budget allocates a total of \$1.4 million to planning efforts addressing the Regional Framework Plan. The planning will focus on regional centers, main streets and town centers identified by Metro and the City. These include Gateway, Hollywood, St. John's, North Macadam, and the Civic Stadium area.
- ◆ The 2040 plans above are in addition to other, specific plans tied to distinct geographical areas of the city. The Adopted Budget allocates \$350,000 for planning efforts in the NW Industrial Area, the Greenway along the Willamette River, West Downtown, and Pleasant Valley.
- ◆ \$100,000 will be used to update the existing City strategic plan, Portland Future Focus. The existing document has successfully guided policy and the resulting budgets for a period of ten years.
- ◆ Tax increment resources of \$100,000 will be used to support planning efforts in the Central Eastside, which is in an established urban renewal area. Planning will also begin in the new urban renewal areas, Lents and the River District.
- ◆ The various 2040 planning efforts are backed by an allocation of \$521,000 to begin implementation of the plans.
- ◆ The Adopted Budget continues support for housing throughout the city. The budget allocates General Fund resources of \$1.8 million for the possible interim purchase of expiring Section 8 housing, and \$1.2 million in General Fund support for continued development of new affordable housing.
- ◆ The Portland Development Commission will combine tax increment funding with federal Community Development Block Grant funds for another \$42 million in housing support. This continues the year one allocation, which totaled approximately \$64 million.
- ◆ Another piece of the overall strategy for growth management and workforce development in the city is supported by an increased allocation of \$100,000 to enhance efforts at business retention and recruitment.
- ◆ The City will support the homeless youth programs of Multnomah County by allocating a total of \$500,000 in FY 1999-00. Only \$350,000 of this is on-going support.

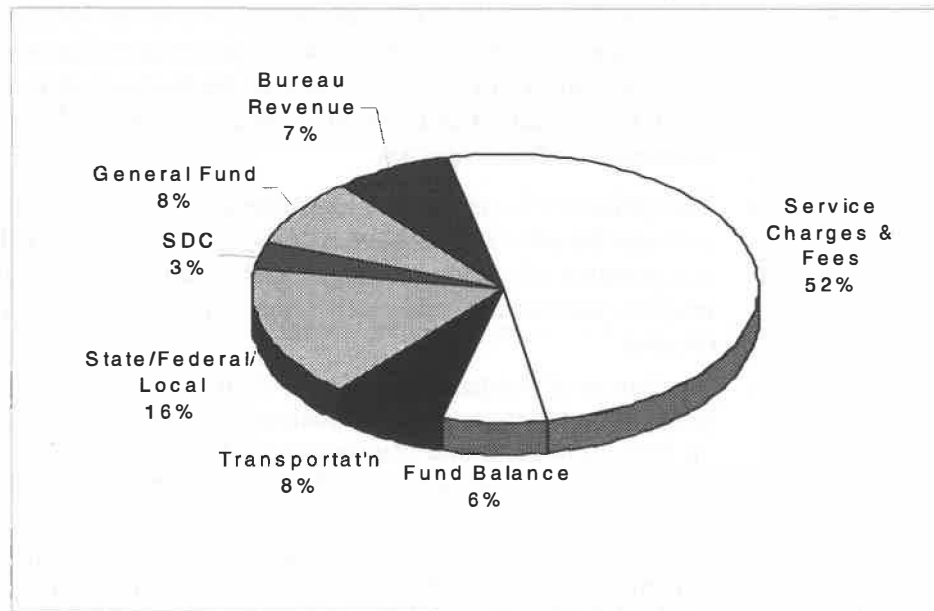
**Transportation and  
Parking**

- ◆ The Adopted Budget continues a commitment to the transportation needs of the city by allocating \$716,000 in General Fund resources to support programs in danger of being reduced due to the lack of adequate gas tax revenues. These programs include:
  - ❖ Abandoned Auto Program
  - ❖ Central Business District Sidewalk Scrubbing
  - ❖ Landscape Maintenance
- ◆ Assuming the passage of a gas tax increase by the state legislature, Transportation may restore other programs reduced or eliminated over the previous three years. Transportation will use some of the anticipated increase to address the growing road maintenance backlog.

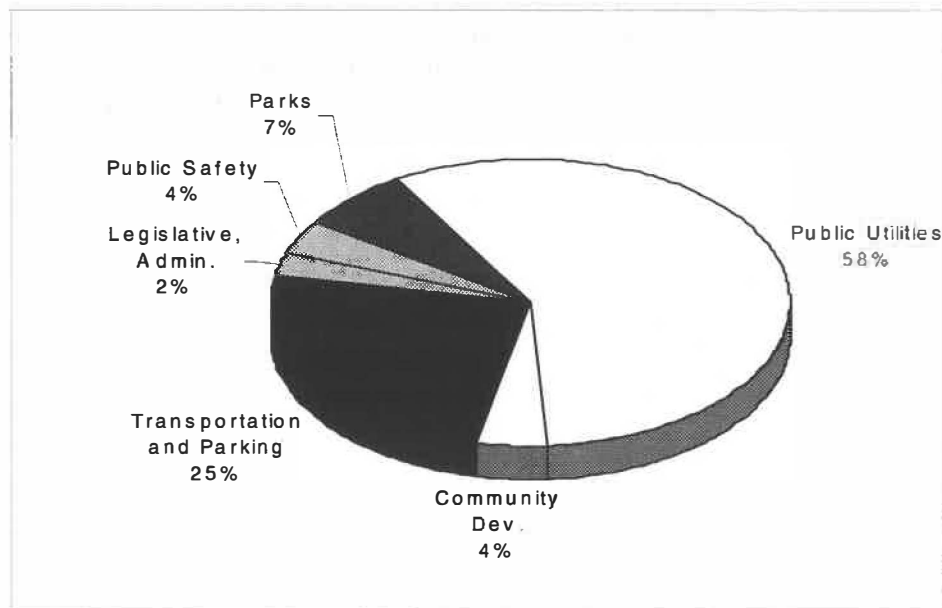
**Legislative,  
Administrative and  
Support Services**

- ◆ This Adopted Budget allocates funds for enhancement of “family friendly” policies by funding the construction of a day care facility on the first floor of the Portland Building, the main administrative building of city government. The budget includes \$210,000 in one-time support for the construction of the facility and an on-going commitment of \$55,000 in General Fund support to ensure that the facility remains affordable to City employees and their families.
- ◆ The Office of Finance and Administration will receive an allocation of \$147,000 to continue the efforts of the Service Improvement Initiative (SII). The SII is a collaborative effort between management and labor to strengthen labor management relations targeted to continuously improve the overall delivery of services to the citizens.
- ◆ The Bureau of Purchases will receive \$200,497 to enhance efforts in the recruitment and hiring of under-represented populations. The funds support apprenticeship programs in the bureaus of Parks and Transportation. This General Fund support augments efforts within the enterprise bureaus of Water and Environmental Services.
- ◆ Support for the schools is budgeted within this Service Area. The allocation includes \$1.0 million for summer school programs and \$4.0 million to assist Portland area schools in support of efficiencies or efforts that lower future costs. The allocation for Portland Public schools will support the implementation of findings from the recently completed audit. The allocation will target findings or suggestions in the audit which require the infusion of one-time support.
- ◆ This budget allocates \$250,000 to assist in outreach efforts addressing citizen concerns about the possible effects of the Year 2000 (Y2K) issue. (This is the possible problem which may affect computers and/or automated systems which use a 2 digit format for the year portion of the date, rather than 4 digits.) The educational outreach will address City provided services. Portland may partner with other agencies and private industries, such as banking, utilities, and the hospitals.

**Figure 13: Capital Projects Funding Source**



**Figure 14: Capital Projects by Service Area**



**Expenditure Summary**

|                            |    |             |         |
|----------------------------|----|-------------|---------|
| Public Safety              | \$ | 8,370,718   | 3.87%   |
| Parks                      | \$ | 14,751,472  | 6.83%   |
| Public Utilities           | \$ | 124,555,671 | 57.65%  |
| Community Dev.             | \$ | 9,649,510   | 4.47%   |
| Transportation and Parking | \$ | 53,634,524  | 24.82%  |
| Legislative, Admin.        | \$ | 5,110,904   | 2.37%   |
|                            | \$ | 216,072,799 | 100.00% |



## CAPITAL IMPROVEMENT PLAN

### Overview

The FY 1999-00 Adopted CIP totals \$243.9 million including Portland Development Commission (PDC) City-owned assets; the budget excluding PDC City-owned assets is \$216.1 million. This total is \$35.3 million, or 14 percent, less than the Revised CIP budget of \$251.4 million for FY 1998-99.

### Capital Projects of Note

#### Transportation

|   |               |
|---|---------------|
| ◆ Central City Streetcar                | \$ 25,400,000 |
| ◆ City Streets Improvements             | \$ 9,200,000  |
| ◆ Lovejoy Ramp Removal                  | \$ 2,900,000  |
| ◆ Martin Luther King Boulevard Corridor | \$ 2,400,000  |
| ◆ Parking Facilities                    | \$ 5,900,000  |

#### Public Safety

|   |              |
|---|--------------|
| ◆ Seismic Upgrades to Fire Stations     | \$ 3,100,000 |
| ◆ New Fire Station                      | \$ 2,000,000 |
| ◆ Expand Emergency Communication Center | \$ 900,000   |

#### Community Development

|                               |              |
|-------------------------------|--------------|
| ◆ Local Improvement Districts | \$ 9,500,000 |
|-------------------------------|--------------|

#### Legislative, Administrative, & Support Svcs

|                                  |            |
|----------------------------------|------------|
| ◆ Portland Communications Center | \$ 400,000 |
|----------------------------------|------------|

#### Parks, Recreation and Culture

|                                       |              |
|---------------------------------------|--------------|
| ◆ Mt. Scott Community Center and Pool | \$ 3,100,000 |
| ◆ Mt. Tabor Park Improvements         | \$ 1,100,000 |
| ◆ Progress Downs Golf Course Remodel  | \$ 3,100,000 |

### Project Costs

The reduction from FY 1998-99 is primarily due to reductions of \$24.7 million, or 82.8 percent, in Legislative, Administration, and Support Services and \$15.1 million, or 50.7 percent, in Parks, Recreation and Culture. The former reduction reflects completion of the City Hall remodeling in FY 1998-99 and completion of the new Development Services building in early FY 1999-00. The latter reduction is because the Parks General Obligation Bond spending peaked in FY 1998-99 and diminishes in FY 1999-00. Public utilities CIP spending is about \$11.3 million, or 8.3 percent, lower in FY 1999-00 than in the FY 1998-99 Revised Budget. This reduction occurs because the Combined Sewer Overflow Program work related to the Columbia Slough is nearing completion, but most of the construction on the Willamette River portion of the program has not yet begun.

**Project Management Costs**

According to acceptable accounting procedures, the cost of managing capital projects by the Bureau of General Services is not reflected as a project cost; instead it is a fund level cost. For FY 1999-00, these project management costs total \$1.2 million, compared to \$380,930 in FY 1998-99.

**Sources of Funding**

Funding for CIP projects, excluding PDC City-owned assets, is primarily provided through debt financing, service charges and rates, bureau revenues, federal/state/local revenues, and the General Fund.

**Debt Financing**

Revenue bonds are the largest source of funding for CIP projects during FY 1999-00, with a total of \$109.7 million, which is 50.8 percent of the total. Total debt financing, which includes revenue bonds, general obligation bonds, LID financing, and other financed resources are budgeted to be about \$140.5 million.

**Service Charges and Rates**

Service charges and rates, which are mainly utility rates, account for approximately \$38.5 million of resources, or 17.8 percent of the total.

**Bureau Revenues**

Other large sources of revenues are bureau revenues which are budgeted to be \$5.5 million (2.6 percent). These include revenues for interagency agreements, cash transfers, service reimbursements, rents, land sales, and partnerships.

**Federal/State/Local Revenues**

Federal, state, and local revenues, which include both grants and intergovernmental resources, are budgeted to be nearly \$12.0 million. General transportation revenues, mainly gas tax revenues, are estimated to be approximately \$5.8 million.

**General Fund**

The General Fund will contribute a total of \$6.3 million for capital projects in FY 1999-00. This includes \$4 million from the General Fund Set aside with the remaining \$2.3 million from General Fund Discretionary.

In 1996, the City Council approved by Resolution 35526, establishment of a General Fund Set aside for capital projects. The Five Year Financial Forecast for the General Fund provides for an increase of \$1 million a year until the Set aside reaches \$8 million.

The process for General Fund Set aside resource allocations is coordinated through the efforts of the Capital Review Committee (CRC). The CRC is an inter-bureau group that was established in FY 1989-90 and which recommends to the Council specific project allocations.

The requests for General Fund resources for capital projects, totaling \$29 million, far exceed the available resources, and this situation has existed for many years especially since Measures 47 and 50 were approved in FY 1996-97. This is due to the fact that the General Fund is often the only available resource for projects by or for General Fund bureaus (primarily in the public safety, administration, and parts of the transportation and parks service areas).

## CAPITAL EXPENDITURE HIGHLIGHTS BY SERVICE AREA

### Public Utilities Service Area

In FY 1999-00 the largest portion of the CIP is for public utilities, which accounts for \$124.6 million, or 57.7 percent of the total. The Bureau of Environmental Services accounts for approximately \$97.3 million of this amount, and the Bureau of Water Works CIP totals almost \$27.3 million.

#### Bureau of Environmental Services

The largest public utilities program expenditures are for the Combined Sewer Overflow Program, which are anticipated to be about \$62.9 million in FY 1999-00. Another \$17.0 million is anticipated to be spent on capital maintenance projects and about \$6.1 million on capital projects for wastewater treatment. Nearly \$5.9 million is budgeted for surface water capital improvements.

#### Bureau of Water Works

The largest area of water utility capital spending is water supply, with a total of about \$14.3 million, followed by \$11.1 million for water distribution improvements.

### Transportation and Parking Service Area

Transportation and Parking is the next largest service area of the FY 1999-00 CIP, accounting for \$53.6 million, or 24.8 percent of the total CIP budget. Transportation is expected to account for about \$47.7 million, and Parking Facilities will comprise the remaining \$6.0 million of the total.

#### Transportation

The largest programs within the Transportation and Parking service area are the Transit Program (\$26.9 million) and the Street Improvement Program (\$14.5 million). The most significant CIP project in this service area is the construction of the Central City Streetcar, which is estimated to be \$25.4 million during FY 1999-00. Examples of other notable projects include \$9.2 million for street improvements, \$2.9 million for work to remove the Lovejoy Ramp, and \$2.4 million of transportation improvements in the Martin Luther King Jr. corridor.

### Parks, Recreation and Culture Service Area

Parks, Recreation and Culture is the third largest service area, with a total CIP of more than \$14.8 million. This amount equals 6.8 percent of the total CIP budget.

#### Parks and Recreation

Dedicated expenditures from the Parks Bond Construction Fund of \$5.2 million are included in this total, as well as \$3.8 million of Golf Fund improvements and \$2.9 million from the Parks Construction Fund. The most significant projects are \$3.1 million for the Mt. Scott Community Center and pool, \$3.1 million for remodeling of the Progress Downs Golf Course, and \$1.1 million for improvements at Mt. Tabor Park. There is also \$1.9 million budgeted in FY 1999-00 for purchase of surplus schools land for future parks.

### Community Development and Services Service Area

Community Development and Services is the next largest service area, with about \$9.6 million of CIP expenditures for LID construction (4.4 percent of the total CIP). This figure represents City-owned assets; it does not include funding provided by the City for support of housing programs that are not City assets, but are a critical component of the City Council's goals.

**Public Safety Service Area**

Public Safety follows with \$8.4 million of CIP expenditures. This spending level accounts for 3.9 percent of the total CIP budget. The budget includes \$3.1 million for seismic upgrades and other improvements to fire stations, \$2.0 million for a new fire station, and \$875,000 for expansion of the Portland Communications Center.

**Legislative, Administrative, and Support Services Service Area**

Finally, Legislative, Administrative, and Support Services accounts for \$5.1 million, or 2.4 percent, of the CIP budget. The budget includes \$1.3 for downtown space requirements, \$452,066 for upgrading of the City's 800 MHz radio system, \$2.7 million for ongoing repair projects in the Portland Building, \$1.3 million for maintenance projects in the Portland Communication Center, and \$240,427 for the major repair and maintenance of the Union Station.

# Financial Overview

## CITY FINANCIAL PLANNING PROCESS

### Background

This budget represents the second year of a two-year budget as well as the second year under Measure 50 property tax limitation. Measure 50 was approved by voters in May, 1997. Over the past two years the City in general and the General Fund in particular have adjusted to Measure 50.

*Property values were rolled back in FY1996-97.*

Briefly, Measure 50 rolled property values back to 90 percent of FY1995-96 values or Real Market Value (RMV), whichever was less. These values were then adjusted by local assessors for new construction. Local government and school property tax levies were then reduced using a complex formula specified by Measure 50 and its implementing legislation.

*The General Fund permanent tax rate is \$4.5770 per \$1,000 of assessed value*

The City's tax base levy was reduced from approximately \$141.1 million to \$121.5 million for FY1997-98. The City's General Fund was given a tax rate of \$4.5770 per \$1,000 of Measure 50 assessed value. This is a fixed, permanent tax rate that was calculated using the Measure 50 reduced levy and rolled back values.

Assessed value growth is limited to 3 percent per year on existing properties plus new construction assessed value. Second year assessed value growth came in at 5.4 percent. This above average growth reflects, in part, a boom in new office construction in the downtown area.

The City is planning, over the long term, on assessed value growth of about four percent per year. In good years, property tax revenue growth may exceed four percent by one to two percentage points. During bad years, revenue growth may slow to zero or may possibly be negative.

### Financial Plan Process

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

*Financial Plans are used by Council to direct budget development.*

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

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

## GENERAL FUND FINANCIAL FORECAST

### General Fund Discretionary

The Financial Planning Division regularly generates five-year estimates of General Fund discretionary resources and requirements for Council. Discretionary resources are those that Council can allocate to support any service area. In other words, Council allocates these resources without restriction, in accordance with priorities.

Discretionary resources exclude grants, contract revenues, service reimbursements, and other revenues that are dedicated for a specific purpose. Discretionary resources include property taxes, utility license fees, business license fees, transient lodging taxes, state shared revenues (cigarette and liquor), interest income, and a small amount of miscellaneous revenues and cash transfers into the General Fund.

*The forecast assumptions are reviewed by a panel of experts.*

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

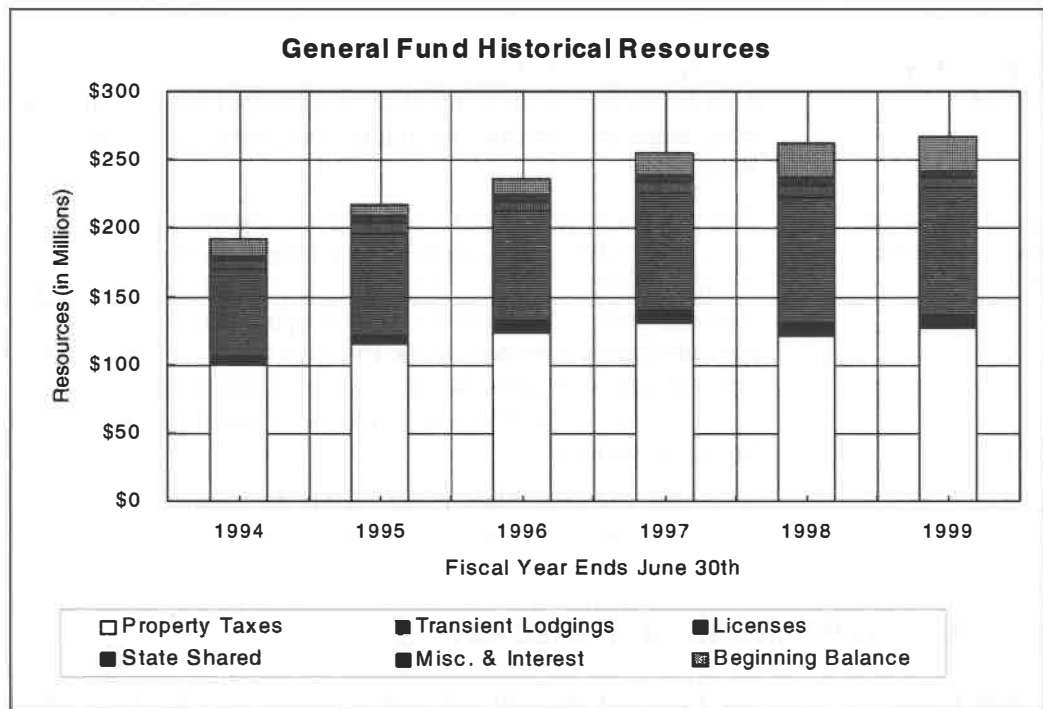
*The financial forecast is adopted by resolution early in the budget process.*

The five-year revenue forecast is used to develop a five-year financial forecast. This forecast compares estimated resources (revenues plus beginning fund balance) with the projected costs of maintaining current service levels.

The initial forecast was published and reviewed by Council on December 8, 1998. Council approved Resolution #35753 adopting the financial forecast on December 23, 1998. The fall financial forecast was updated in conjunction with the Budget Committee's Approved budget in March and Council's Adopted Budget in late June.

The beginning balance estimate, a key resource of the General Fund, is updated at the conclusion of each accounting period and published in the Financial Outlook. This report is broadly distributed and provides current information on the General Fund's financial condition. The financial forecast is used by Council in formulating both Approved and Adopted Budgets.

**Figure 15: Historical Resources**



*Historical growth has slowed considerably since passage of the tax limitation measure, Measure 50.*

As shown in Figure 15 on page 42, the City's General Fund enjoyed steady revenue growth up through FY1996-97. Passage of property tax limitation Measure 50 brought revenue growth to a halt due to a 7 percent decline in property tax revenues in FY1997-98. Discretionary revenue growth was slightly negative, down 0.6 percent, while overall General Fund revenue growth amounted to only 1.8 percent. Revenue growth in most other areas continues, for the most part, unabated.

Moving forward, revenue growth is expected to be lower, reflecting Measure 50 limits on property tax revenue growth, but even with continued good revenue growth in other areas of the General Fund's "revenue portfolio", it is unlikely that year-to-year revenue growth will exceed 5 percent per year.

## Forecast Assumptions

The key economic outlook assumption that underpins the General Fund financial forecast calls for moderate regional economic growth at the national, state, and regional levels. Several other key assumptions were made during the course of developing the Approved Budget General Fund five-year resource forecast.

**Assessed Value Growth:** Year-to-year Measure 50 assessed value growth is forecast at about 3 percent on existing values over the five-year forecast period. New construction assessed value growth is assumed to average about 1 percent per year. This growth should generate additional property tax revenues of \$1.5 to \$2.5 million per year and increase property tax revenue growth to about 4 percent a year. This revenue forecast reflects Council's creation of two new urban renewal districts; Lents Town-Center and River District. The creation of these two districts will add an estimated \$800 million to frozen base values and will cost the General Fund about \$250,000 in lost revenues per year over the next five years. In addition, this forecast assumes that the General Fund levy will be reduced by about 1.95 percent due to "property-by-property" Measure 50 compression. This reflects actual FY1997-98 experience with this new property tax system.

**County Levy Authority:** County levy authority is forecast at \$180.3 million, including an estimated \$21.7 million for the County's local option Library Levy.

*The City will under collect some urban renewal resources in FY1999-00 to correct for a technical error in the FY1998-99 levy authority.*

**Urban Renewal Collections:** Urban renewal collection authority will total about \$35 million. Special levy authority will total \$9.5 million, instead of the \$11.5 million previously estimated. Special levy authority will be lowered \$2 million for FY1999-00 to offset a \$2 million over collection that occurred during FY1998-99 due to confusion that occurred in filling out urban renewal collection forms sent to the Department of Revenue last year. Urban renewal special levy authority will increase as planned after FY1999-00 to \$15 million by FY2002-03.

**State Shared Revenues:** The forecast includes continuation of State liquor and cigarette tax distributions to cities at present levels under existing formulas. These revenues are projected to average about \$8.7 million per year over the next five years.

*Slower economic growth limits business license revenue growth.*

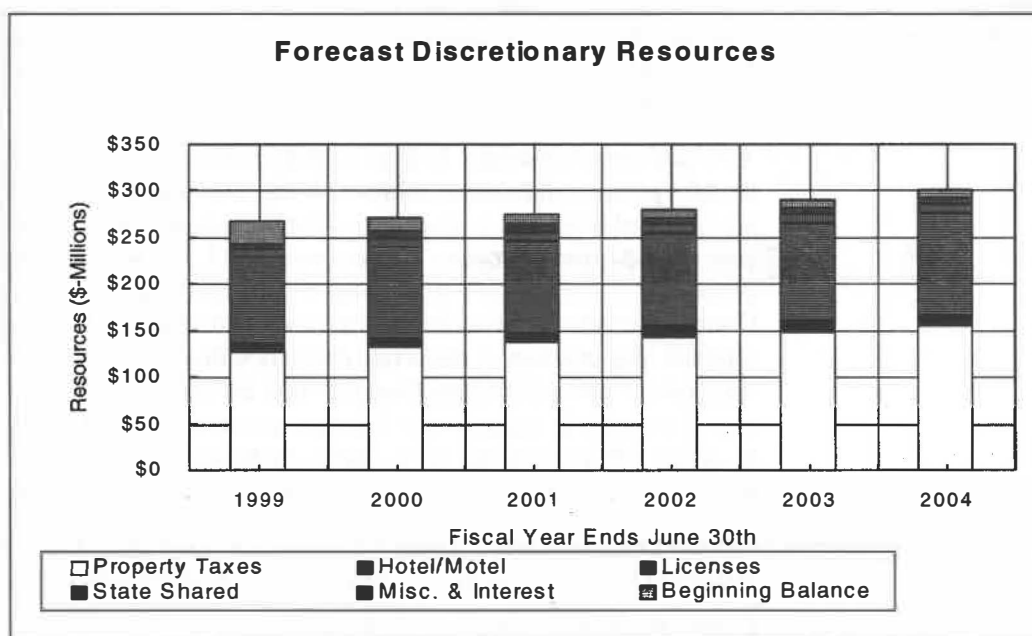
**Business License Growth:** Slower business license revenue growth is expected over the next two years because of a slower regional economy and the loss of business license taxable headquarters income associated with corporate headquarters leaving Portland.

**Transient Lodging Taxes:** Transient lodging taxes are expected to continue above trend growth for at least another two to three years. Vacancy and room rates appear to be stable to mildly increasing. In addition, there are three large hotels currently under construction, and one large hotel came on line this year out at the airport.

**Utility License Fees:** The water and sewer license fee rate is assumed to remain at the 7.75 percent level throughout the five-year financial forecast. Energy related franchise fees and privilege taxes are expected to grow more slowly due to the low inflation environment and uncertainty surrounding utility deregulation.

The Adopted Budget resource forecast, presented in Figure 12, identifies FY1999-00 discretionary resources totaling \$270.4 million versus an Adopted FY1997-98 budget of \$262.1 million. This estimate is composed of about \$13.6 million in beginning fund discretionary balance with the remainder as revenues. Figure 16 on page 44 summarizes the five-year discretionary resource forecast and includes the present year.

**Figure 16: Discretionary Resources**



### Five Year General Fund Financial Plan

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

The Adopted Budget (June) financial forecast indicated that Council had an additional \$2.53 million available over and above the Budget Committee's Approved Budget financial forecast. In addition, the Approved Budget included about \$768,000 of unbudgeted resources in contingency. Total additional resources available to Council for the Adopted Budget came to \$3.29 million with \$2.38 million on-going and about \$913,000 available as one-time.

Council's Adopted Budget allocated \$1.5 million of this to on-going technical requirements including about \$540,000 for Planning, \$153,800 for Information Technology cost increases, and about \$907,000 for labor related class and compensation adjustments. An additional \$500,000 (one-time) was made available for affordable housing. About \$917,000 of the \$3.29 million is in contingency pending final year-end results.

In summary, the Adopted Budget includes about \$5.2 million of on-going program increases with about \$4.58 million allocated to one-time budgets.

The financial forecast included four very significant assumptions as follows.



*The General Fund capital set-aside will increase annually.*

**Capital Set- Aside:** The forecast assumed that the General Fund capital set-aside would rise from \$4 million for FY1999-00 to \$8 million for FY2003-04 per Council Adopted Resolution No. 35526.

**New Fire Stations:** The forecast assumed, as required by a previous year's budget note, that General Fund current service level estimates would include the operation and maintenance costs associated with two new fire stations. The capital and equipment costs for the new stations will come from voter approved General Obligation (G.O.) bonds. This increased current service level estimates for FY2000-01 by \$1.18 million rising to an estimated \$1.47 million in FY2003-04.

*Pension management remains a major financial challenge.*

**Pension Management:** The forecast also assumes the City will sell somewhere between \$260 and \$300 million of pension obligation bonds (POBs).

This past fall the City was notified by the Public Employee Retirement System (PERS) that new actuarial calculations showed that the City had about a \$260 million deficit on its account. PERS is proposing that the July 1, 1999 employer payroll contribution rate rise from a previously forecast 10.48 percent to 17.4 percent of payroll. The on-going city wide annual costs of this increase are currently estimated at about \$16 million per year and rising with payrolls. The City has opted for a 10.48 percent payroll tax rate for FY1999-00.

*Bonds may be issued to help manage pension cost increases.*

The debt service associated with the POBs will be structured so as to phase-in the higher PERS costs over the next 10 years. First year debt service is currently estimated at \$7.3 million rising to about \$15.5 million in FY2003-04. The General Fund's share is \$2.7 million in FY2000-01 rising to about \$5.8 million in FY2003-04.

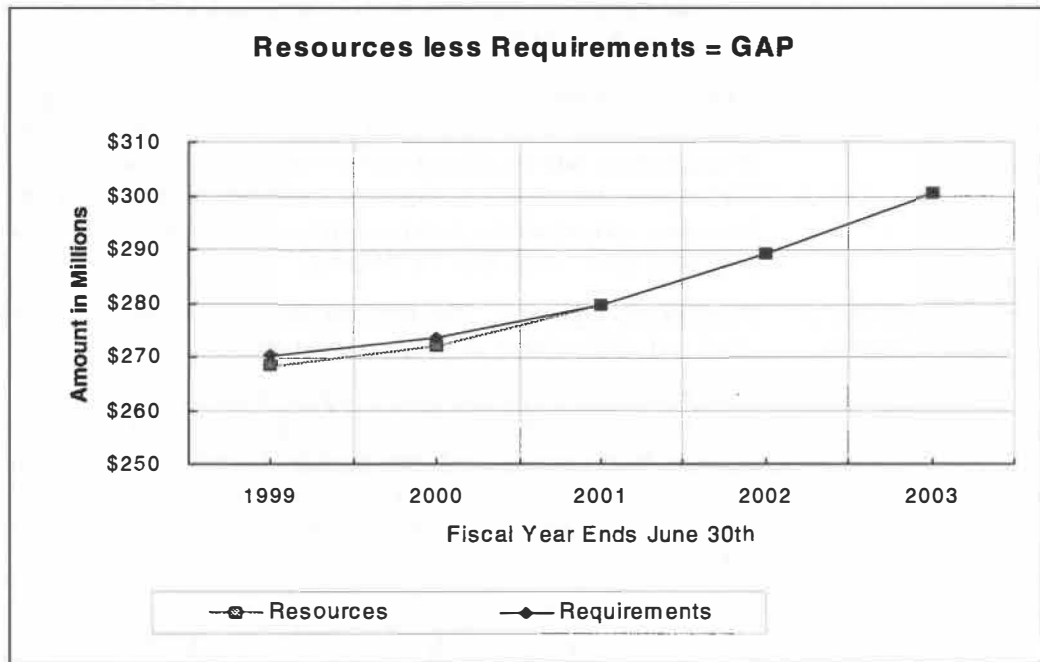
The forecast also assumes a 1.1 percent cost-of-living adjustment (COLA). This reflects existing labor contracts and the actual December 1997 to December 1998 increase in the Portland consumer price index (CPI).

In adopting the financial forecast Council ratified these basic assumptions. Figure 17 on page 46 summarizes the five-year outlook and reflects Adopted Budget spending decisions. The forecast currently shows that very small amounts of on-going and one-time resources may become available to Council during the next two year budget cycle beginning FY2000-01.

*The forecast indicates very limited resource growth for the next three years.*

The Adopted Budget and financial plan manages the increased resources availability as follows:

- ◆ About \$2.8 million of additional resources has been allocated to on-going bureau budgets and programs. This is spread largely between Police, Fire, and Parks with small amounts of on-going resources spread among several bureaus.
- ◆ A total of \$5.2 million of available resources has been committed to one-time bureau budgets in FY1999-00.

**Figure 17: Resources less Requirements Forecast**

Thus, the Adopted Budget and five-year financial plan calls for modest increases in bureau programs and other on-going expenditure requirements. Relatively large increases in on-going program requirements will occur in resources dedicated to increased capital spending, pension costs, and new fire station operations and maintenance costs.

*One-time resources are targeted to enhance the livability of the city.*

The bulk of the one-time resources available in the Adopted Budget have been allocated to Parks (\$1.34 million), Office of Finance and Administration (\$1.03 million), Planning (\$928,000), Portland Department of Transportation-PDOT (\$716,000) and Regional Arts (\$400,000).

Figure 18 on page 46 shows the Adopted Budget five-year plan that should keep on-going program requirements in line with resources. The Adopted Budget and financial plan calls for the use of excess reserves, in excess of the 10 percent level, to help balance the General Fund over the five-year planning period.

**Figure 18: Adopted Five-year Financial Plan**

| ITEM  | Proposed<br>2000 | Out-Years of Proposed Financial Plan |               |               |               |
|---|------------------|--------------------------------------|---------------|---------------|---------------|
|   |                  | 2001                                 | 2002          | 2003          | 2004          |
| Total Resources.....                              | \$268,329,224    | \$272,284,532                        | \$279,790,083 | \$289,466,451 | \$300,442,992 |
| Transfer In From<br>General Reserve Fund.....     | \$2,100,000      | \$1,650,000                          | \$0           | \$0           | \$0           |
| Requirements                                      |                  |                                      |               |               |               |
| CSL Requirements.....                             | \$217,297,133    | \$231,843,047                        | \$240,514,401 | \$248,774,237 | \$257,986,427 |
| Est. New On-Going.....                            | \$5,704,625      | \$1,145,294                          | \$0           | \$0           | \$0           |
| One-Time Projects.....                            | \$4,581,817      | \$1,634,733                          | \$1,795,716   | \$839,651     | \$353,289     |
| Council Set-Asides                                | \$42,845,648     | \$39,311,458                         | \$37,479,966  | \$39,852,563  | \$42,103,277  |
| Total Requirements                                | \$270,429,223    | \$273,934,532                        | \$279,790,082 | \$289,466,450 | \$300,442,992 |
| Difference  | \$0              | \$0                                  | \$0           | \$0           | \$0           |
| Reserve Fund as a Percent<br>of Net Revenues..... | 10.1%            | 10.0%                                | 10.1%         | 10.3%         | 10.4%         |

## Risks To The Forecast

There are four principal risks to the forecast and the accompanying financial plan. They are the regional economy and Y2K problem, pending legislation that might reduce General Fund revenues if it becomes law, pending urban renewal related court case, and labor negotiations.

**Regional and National Economy:** The regional and national economies are well into a long and sustained growth period. During this expansion, and until recently, both the regional and state economies outperformed the national economy. Last year (calendar 1998) the state's economy grew more slowly as did the regional economy. During this period, business license revenues grew from about \$19 million to about \$50 million.

*Changes in the economy have a direct affect on business license revenues.*

It is business license revenue growth that has largely shielded the General Fund from two rounds of voter approved property tax limitation. If the regional economy were to slip into recession either because of the Asian slow down or Y2K disruptions, there is the likelihood that the Adopted Budget five-year financial plan will become unbalanced.

**Legal Challenge to Urban Renewal Collections:** This past fall a property tax payer sued the City over urban renewal divide-the-taxes collections. In urban renewal districts divide-the-taxes collections result from application of a \$20 consolidated tax rate to increment assessed values. This case will be argued in the Oregon Tax Court sometime late this spring or early summer.

An adverse decision could result in property tax refunds and might severely impair the City's ability fund economic development projects using urban renewal tax collections. If this were to happen Council would have to revise its existing five-year plan.

**Legislation on Intangible Property Taxes:** The Oregon Legislature appears to have passed legislation exempting certain centrally assessed utility property from property taxation. If the Governor does not veto this bill, the City will experience a property tax revenue loss of somewhere between \$1 to \$2 million annually, on-going. This situation would require that Council completely revise its Adopted Budget five-year financial plan.

*Any or all of the financial risks may have an affect on the delivery of programs and services to citizens.*

**Labor Negotiations:** Finally, as noted earlier, the forecast and financial plan assumes a 1.1 percent Cost of Living Adjustment (COLA) to labor contracts for FY1999-00. This assumption is consistent with existing labor contracts. The City, however, is in the midst of on going labor negotiations. If labor contracts are negotiated with compensation increases that are materially different from the forecast assumption, Council will have to revise its Adopted Budget five-year financial plan.

## Financial Outlook - Other Funds

Like the General Fund, five-year financial plans are prepared for each of the City's major service bureaus. These financial plans provide a multi-year framework within which revenues, expenditures, and capital financing options are planned. This multi-year process allows the City to test the potential impact of policy, operational and system changes, and to avoid subjecting customers to wide or irregular swings in rates and fees. This budget is based upon bureau financial plans developed using information available through December 1998. The plans were reviewed and adjustments incorporated into the budget.

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

## Bureau of Environmental Services (BES)

*The FY 1999-00 budget results in an increase of 9.4% for the average single family customer.*

The five-year financial plan forecasts annual rate increases of 10.8% from FY 1999-00 through FY 2000-01. The forecast for FY 2001-02 through FY 2003-04 is for 10.0%, 7.2% and 6.5% annual rate increases in the respective years. The plan assumed no change in the utility license fees, which are currently at 7.75%. The rate increase contained in FY 1999-00 Adopted Budget results in an increase of 9.4% for the average single family customer. This increase differs from the financial plan because BES undertook cost reduction measures to offset the adverse effects of unanticipated revenue reductions, increased pension obligations, and increased expenditures as a result of Endangered Species Act and other regulatory requirements.

*Operating costs will have an increased impact on rate changes.*

The BES budget contains an operating program that has approximately \$1.7 million lower expenditures than the FY 1998-99 Revised Budget. Personal Services expenditures increase because of cost savings from using bureau staff instead of contract employees. External materials and services decrease as a result of Combined Sewer Overflow (CSO) projects moving from the design phase to construction, which in turn reduces professional services expenditures, and because of fewer contract employees. These decreases are accompanied by cost decreases of \$8.3 million in capital outlays. Capital costs continue to be the prime driver behind the level of forecast rate increases, but operating costs will have an increased impact on rate changes now that the Sewer System Rate Stabilization Fund is nearly depleted, as planned.

The largest category of capital costs will be the CSO program, followed by maintenance and reliability projects, and sewage treatment systems. The CSO program will continue to be the largest capital program throughout the time horizon of the financial plan. The operating programs continue to reflect emphasis on water quality through efforts at pollution prevention, water quality analytical services, drainage system maintenance, watershed improvement programs, and the capital funding mix.

*BES will coordinate the City's response to the listing of nine fish species under the Endangered Species Act.*

The BES budget contains a net increase of three positions for work related to the Endangered Species Act. The five-year CIP has been reduced nearly \$3 million compared to the previous five-year plan.

## Bureau of Water Works

*The average water bill for single family residential customers will increase 7.4%.*

The latest financial plan projects a rate increase of 4.9% in FY 1999-00. Modifications during the budget preparation process resulted in an Adopted Budget average rate increase of 4.4% in FY 1999-00. However, the average water bill increase for single family residential customers is 7.4% because of adjustments in cost allocations for fire line customers. The plan forecasts rate increases of 8.1% in FY 2000-01 and 6.1% annually from FY 2001-02 through FY 2003-04. The plan and rates include newly adopted system development charge exemptions for affordable housing.

The capital budget is about \$600,000 lower than in the FY 1998-99 Revised Budget. The operating budget is about \$186,000 higher than the FY 1998-99 Revised Budget. A major undertaking of the bureau is the planned implementation of a new Customer Information System in FY 1999-00. This system will provide opportunities for cost reductions in customer billing, service enhancements, and/or new approaches to structuring utility rates and charges. Other reasons for rate increases include increased costs of pension obligations, citywide Geographic Information System (GIS) requirements, and an anticipated issuance of water revenue bonds in FY 1999-00.

The number of positions in the Adopted Budget is 532, compared to 523 in the FY 1998-99 Revised Budget. The increase of 9 positions includes positions for maintenance, groundwater supply, conservation, and mains flushing activities.

### Office of Transportation

*Transportation shows an increased gap between costs to maintain service levels and anticipated general transportation revenues.*

The Portland Office of Transportation's (PDOT) financial plan for FY 1999-00 to FY 2003-2004 shows a continued and increasing gap between costs to maintain current service levels and anticipated general transportation revenues (GTR). It indicates a deficit of GTR revenues of \$4.78 million in FY 1999-00, increasing to almost \$10.9 million by FY 2003-2004. The cumulative deficit during this period is approximately \$39.7 million. The projected gap is primarily the result of gas tax receipts failing to keep pace with inflation, increasing operation and maintenance costs, and high priority capital needs. It is anticipated that the 1999 Oregon Legislature will vote to increase the gas tax rate for the first time in eight years. Such an increase, if approved, is likely to ease the gap, but not fill it. Although recently passed federal legislation has increased funds allocated to Oregon, Portland is just one of many regional jurisdictions competing for these funds.

The FY 1999-00 Adopted Budget for PDOT is almost \$119.0 million. This budget is nearly \$8.7 million, or 7.9 percent, larger than the FY 1998-99 Revised Budget. The capital budget increased approximately \$9.7 million in FY 1999-00, while the operating budget decreased about \$967,000. The Adopted Budget contains 711 FTEs, which is the same as the Revised Budget for FY 1998-99.

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

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

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

## THE BUDGET PROCESS

### Local Budget Law

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

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

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

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

## Citizen Involvement Process

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

### *Your City - Your Choice*

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

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

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

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

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

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

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

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

### **Budget Advisory Committees (BAC's)**

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

### **Portland Utilities Review Board (PURB)**

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

### **Direct Public Testimony**

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

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

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

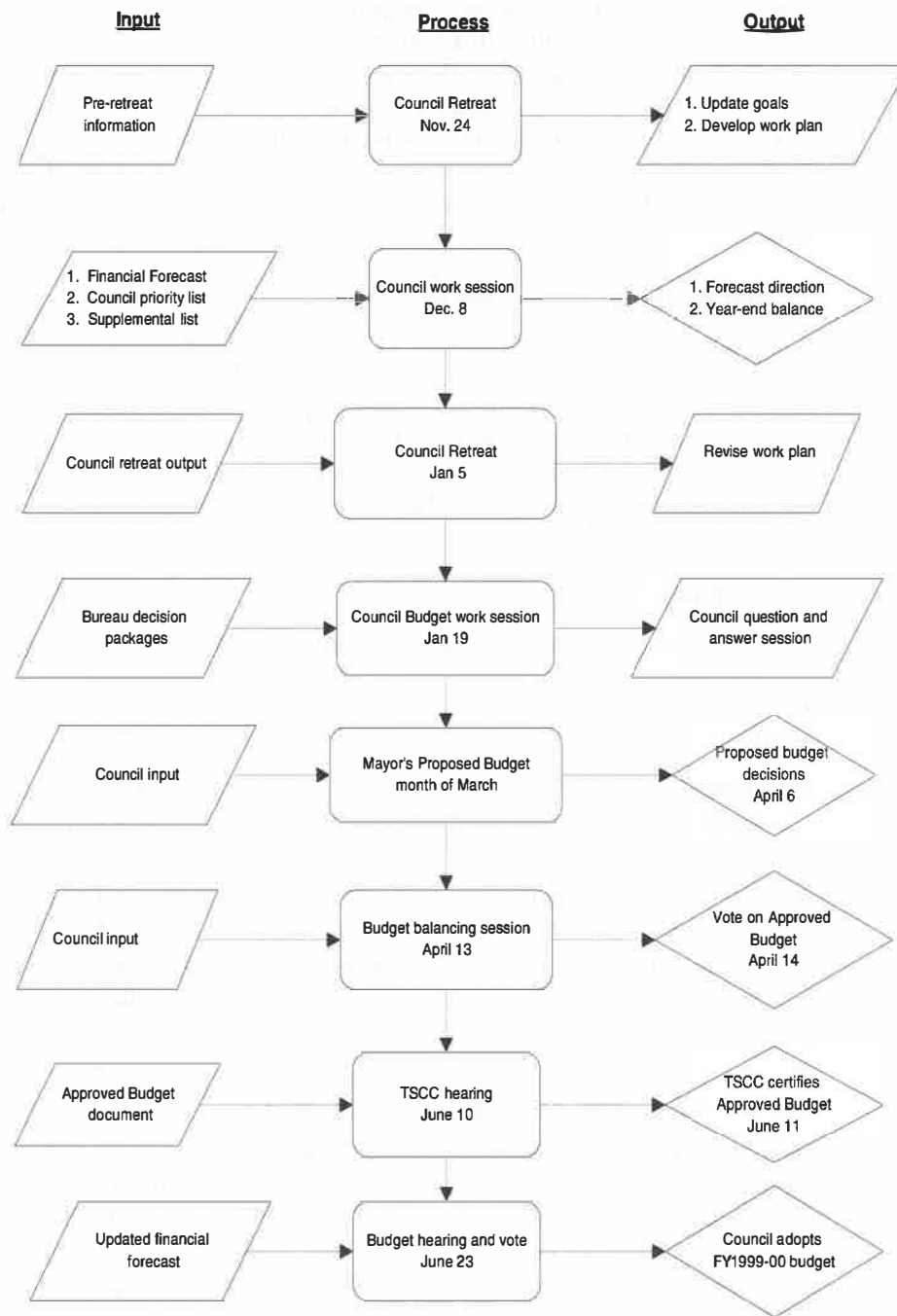
### **Service Efforts and Accomplishments Report**

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

## **THE BUDGET PROCESS TIME LINE AND FORMAT**

The annual budget schedule is published in the fall of each year. Figure 19 on page 52 outlines the basic budget process and its general time-line used for FY 1999-00.

Figure 19: Year Two Budget Process





In order to become more efficient and to encourage a long-range perspective, the City converted its budget process to a two year cycle. The first year is the full budget process with expanded public outreach. The second year of the budget process is normally an abridged process during which Council deliberates and takes public testimony on modifications to the adopted two-year budget.

## GENERAL BUDGET DIRECTIONS

### Financial Plan

By Council direction, a long-range financial plan must be prepared at the outset of the budget process for all major service funds. Council convenes annually to review these plans which are submitted for the General Fund and the City's other major operating funds: Transportation, Water, Sewer, and Buildings. These financial plans provide the Council with a long-range view of the City's expected financial condition for service requirements. Based upon review of the plans, Council issues directives aimed at ensuring sound financial management and service priorities which provide guidance in the development of annual budget requests.

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

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

Because of its significance, the General Fund Forecast is discussed in greater detail within the "Financial Overview" section of this budget document.

### Budget Guidelines and Council Directives

Shortly after issuance of the Financial Forecast each year, budget guidelines are issued. This document provides three different types of directives: process and format directives, guidelines for use in developing budgets, and Council service priorities. The combined intent of these three areas is to outline the rules for budget development to be followed by the bureaus. The following is a brief description of each of these categories:

#### Process and Format Directives

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

### **Budget Request Guidelines**

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

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

## **CITY DEBT MANAGEMENT**

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

Moody's currently rates over 36,000 separate debt issues, of which 47% are rated "Aaa", but only 127 issuers, including Portland, have obtained that rating based on their own credit quality and without the use of credit enhancements such as bond insurance. In the 13 Western states there are only 14 "Aaa" credits obtained on their own merit, and Portland is one of only eight cities in the United States with a population over 250,000 holding that rating.

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

The following is a brief summary of the City's existing debt and debt instruments, projected as of June 30, 1999.

### **General Obligation Debt(GO)**

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

- ◆ \$79.5 million in voter-approved general obligation bonds for the Performing Arts Center, Civic Stadium, parks system improvements and for emergency facilities improvements.
- ◆ \$46.9 million in general obligation water bonds. These bonds are repaid from water user charges, but are secondarily backed by the City's general obligation pledge.

**Revenue Bonds**

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

- ◆ \$643.0 million in sewer system revenue bonds.
- ◆ \$69.6 million in water revenue bonds.
- ◆ \$2.2 million in environmental remediation bonds.
- ◆ \$0.8 million in golf revenue bonds.
- ◆ \$12.7 million in arena gas tax revenue bonds.
- ◆ \$8.9 million in gas tax revenue bonds.
- ◆ \$34.2 million in hydropower revenue bonds.
- ◆ \$9.7 million in parking revenue bonds.
- ◆ \$9.7 million in special assessment bonds.
- ◆ \$62.5 million in urban renewal bonds.

**General Fund backed debt**

Either paid from or secured by the General Fund, includes:

- ◆ \$129.6 million in limited tax revenue bonds, full faith and credit obligations and certificates of participation for building improvements and equipment acquisition.
- ◆ \$22.5 million in arena limited tax and limited tax revenue bonds issued to fund public improvements are the Oregon Arena Project. These bonds are expected to be repaid from user fees and parking revenues derived from the operations of the Arena Project.
- ◆ \$22.0 million in limited tax improvement bonds.
- ◆ \$29.2 million in limited tax revenue bonds issued to fund the Central City Streetcar project. These bonds are expected to be repaid from parking revenues, but are additionally secured by the general fund.
- ◆ \$43.9 million in urban renewal full faith and credit bond anticipation notes and urban renewal lines of credit. It is expected that these interim financing obligations will be retired from the proceeds of long term tax increment bonds.
- ◆ \$13.9 million in lines of credit used to provide short-term and interim financing for local improvement district projects, capital acquisition and construction projects and housing projects.

**Debt Limitation**

Under Oregon law (ORS 287.004), the City's general obligation debt limit is equal to three percent of the City's Real Market Valuation (\$39.3 billion), or about \$1.178 billion. Certain self-supporting bonds are exempted from this limitation. Currently the City has outstanding \$79.5 million in general obligation debt that is subject to the debt limitation.

|                                    |    |                |
|------------------------------------|----|----------------|
| 1998-99 Real Market Value          | \$ | 39,286,626,000 |
| Three percent of Real Market Value | \$ | 1,178,598,780  |
| Outstanding debt subject to limit  | \$ | 79,455,000     |
| Percent of limitation outstanding  |    | 6.74 %         |
| Debt margin                        | \$ | 1,099,143,780  |

**Anticipated Debt Issuance in FY 1999-00**

The City anticipates issuing the following debt obligations during FY 1999-00:

- ◆ \$25 million in water revenue bonds to fund water facility improvements.
- ◆ \$8 million in assessment bonds to support Local Improvement District projects.

- ◆ \$300 million in limited tax revenue bonds to support an unfunded pension liability.
- ◆ \$75 million in limited tax revenue bonds to fund the convention center expansion.

The City will likely incur additional indebtedness during FY 1999-00 for urban renewal projects and for other capital needs. Other amounts and specific types of debt instruments to be issued will be determined throughout the course of the fiscal year.

## THE CITY'S FINANCIAL STRUCTURE

### Portland's Fund Structure

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

#### Types of Funds

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

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

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

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

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

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

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

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

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

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

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

#### **How Funds Interact**

City funds interact in a variety of ways. One fund may pay another fund for either goods or services, or to cover operating and capital expenses. Cash transfers also result from the exchange of resources between funds to cover operating and capital expenses. For example, the FY 1999-00 budget includes a transfer from the General Fund to the Transportation Operating Fund to support the operations and maintenance of the street lighting program. Transfers between funds result in the budgeting of the dollars in both participating funds.

#### **Basis of Budgeting**

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

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

#### **Budgetary Controls and Change Management**

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

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

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

## **Basis of Accounting and Accounting Structure**

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

### **Types of Accounting**

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

### **Financial Reporting**

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

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

### **Independent Audit Requirements**

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

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

## BUDGET AND FINANCIAL POLICIES

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

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

### Financial Policies

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

### Planning Policies

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

### General Budget Directions

- ◆ Financial Plan
- ◆ Council Directives, Guidelines

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

## SUMMARIES OF FINANCIAL POLICIES

### Comprehensive Financial Management Policy

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

**Debt Management Policy**

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

**General Reserve Policy**

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

The Council has successfully developed a General Fund cash reserve estimated to total \$36.3 million by the end of FY 1998-99, which is equal to the required 10%. One half of the 10% reserve is for major unanticipated emergencies or significant revenue fluctuations during the fiscal year. The second half is a counter-cyclical reserve, which can only be accessed when key economic indicators point to an upcoming recession, likely to affect City resources.

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

**Compensation Policy**

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

**Revenue Policy**

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

**Investment Policy**

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

**Interagency Policy**

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



**Local Improvement District Financing Policy**

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

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

**SUMMARIES OF PLANNING POLICIES**

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

**Comprehensive Plan**

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

**Portland Future Focus**

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

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

**Portland - Multnomah County Benchmarks**

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

**Community Policing**

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

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

**Regional Light Rail**

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

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

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

**Regional Water Supply Plan (RWSP)**

The RWSP provides a comprehensive, integrated framework of technical information, resource strategies and implementing actions to meet the water supply needs of the cities, counties, and water districts in the Portland metropolitan area to the year 2050. (The metropolitan region is made up of 3 counties and 24 cities with a population of approximately 1.2 million.)

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

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

**Environmental Services Policy**

The FY 1998-99 Budget for the Bureau of Environmental Services reflects a number of policies:

**Clean Water**

The budget ensures compliance with the amended of the Clean Water Act, associated federal and state regulations, and the City's Clean River Program. Like other cities, Portland is facing regulatory requirements that call for increasing water quality protection through the control of pollution at its source. Substantial investments are needed in sewage collection and treatment systems. Investment of this nature will include programs to monitor

and manage storm water, combined sewer overflows (CSO), and industrial waste. It is estimated that compliance with just the CSO abatement mandate will cost approximately \$1.0 billion over the next 12 years. The FY 1999-00 Budget addresses these issues by continuing the emphasis on pollution prevention, water quality analytical services within the industrial waste program, and drainage systems maintenance.

### **Solid Waste**

The Council adopted Ordinance 162497 on September 26, 1990 which directed the Bureau of Environmental Services to establish garbage collection franchise areas, expand neighborhood-based recycling programs, and to assess a garbage collection franchise fee. In January 1996, a commercial recycling program was implemented. In FY 1996-97 the City Council approved renewal of the franchise contracts with private haulers for the residential solid waste and recycling collection services. The FY 1999-00 budget supports the continuation of this franchise collection system as well as an extensive recycling and yard debris program.

### **Prosperous Portland**

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

### **Arts Plan 2000 +**

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



# Budget Notes

## PUBLIC SAFETY

- ◆ Police Bureau: purchase of an airplane, along with any additional equipment and modifications, will come from shared forfeiture funds only. The FY 1999-2000 annual budget allowed for all operations, insurance, and maintenance costs for the air unit and airplane will be limited to the amount spent for rental costs during 1998, plus the appropriate inflation adjustment.

## PUBLIC UTILITIES

- ◆ Water bureau: The Water bureau will identify the cost savings and improvements anticipated due to the new billing information system and call center technology enhancements and present this information for Council review within six months of project completion.
- ◆ Transfer of Bureau of Environmental Services owned property to the Parks bureau: Environmental Services (BES) and Parks will investigate the possible transfer of properties purchased by BES to Parks. The investigation shall highlight the costs of ongoing maintenance for subject properties and options for how the costs may be funded.

## COMMUNITY DEVELOPMENT AND SERVICES

- ◆ Schools Support: Portland area schools will receive \$4.0 million in City General Fund support. The funds will be released upon Council approval of the contract.
  - ❖ The contract shall require the submission of a spending plan.
  - ❖ The contract shall specify funds appropriated to Portland Public Schools shall be used to address findings identified in the audit performed by KPMG. This may include funding one-time investments in operational or management efficiencies that improve the delivery of services to students; and/or support achievement of higher academic standards.
  - ❖ The school districts receiving City funds will provide the City with a semi-annual report on progress in achieving improvements to student performance and efficiencies gained through use of City dollars.
- ◆ Housing approach: The city will continue its efforts to increase the stock of affordable housing units. Commissioner Sten will continue his efforts to develop and implement a multi-faceted approach to fulfilling the affordable housing goals of the city.

## LEGISLATIVE, ADMINISTRATIVE AND SUPPORT SERVICES

- ◆ Pension Management: The Office of Finance and Administration (OF&A) will continue efforts to effectively manage the increasing costs of pensions for city employees by analyzing options in managing and funding the retirement systems. This effort includes the Public Employees Retirement System (PERS), and the Fire and Police Disability and Retirement Fund. OF&A will report progress quarterly to the Council.

# 2000-01 Budget

2000-01 Budget

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    |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     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185 | 186 | 187 | 188 | 189 | 190 | 191 | 192 | 193 | 194 | 195 | 196 | 197 | 198 | 199 | 200 | 201 | 202 | 203 | 204 | 205 | 206 | 207 | 208 | 209 | 210 | 211 | 212 | 213 | 214 | 215 | 216 | 217 | 218 | 219 | 220 | 221 | 222 | 223 | 224 | 225 | 226 | 227 | 228 | 229 | 230 | 231 | 232 | 233 | 234 | 235 | 236 | 237 | 238 | 239 | 240 | 241 | 242 | 243 | 244 | 245 | 246 | 247 | 248 | 249 | 250 | 251 | 252 | 253 | 254 | 255 | 256 | 257 | 258 | 259 | 260 | 261 | 262 | 263 | 264 | 265 | 266 | 267 | 268 | 269 | 270 | 271 | 272 | 273 | 274 | 275 | 276 | 277 | 278 | 279 | 280 | 281 | 282 | 283 | 284 | 285 | 286 | 287 | 288 | 289 | 290 | 291 | 292 | 293 | 294 | 295 | 296 | 297 | 298 | 299 | 300 | 301 | 302 | 303 | 304 | 305 | 306 | 307 | 308 | 309 | 310 | 311 | 312 | 313 | 314 | 315 | 316 | 317 | 318 | 319 | 320 | 321 | 322 | 323 | 324 | 325 | 326 | 327 | 328 | 329 | 330 | 331 | 332 | 333 | 334 | 335 | 336 | 337 | 338 | 339 | 340 | 341 | 342 | 343 | 344 | 345 | 346 | 347 | 348 | 349 | 350 | 351 | 352 | 353 | 354 | 355 | 356 | 357 | 358 | 359 | 360 | 361 | 362 | 363 | 364 | 365 | 366 | 367 | 368 | 369 | 370 | 371 | 372 | 373 | 374 | 375 | 376 | 377 | 378 | 379 | 380 | 381 | 382 | 383 | 384 | 385 | 386 | 387 | 388 | 389 | 390 | 391 | 392 | 393 | 394 | 395 | 396 | 397 | 398 | 399 | 400 | 401 | 402 | 403 | 404 | 405 | 406 | 407 | 408 | 409 | 410 | 411 | 412 | 413 | 414 | 415 | 416 | 417 | 418 | 419 | 420 | 421 | 422 | 423 | 424 | 425 | 426 | 427 | 428 | 429 | 430 | 431 | 432 | 433 | 434 | 435 | 436 | 437 | 438 | 439 | 440 | 441 | 442 | 443 | 444 | 445 | 446 | 447 | 448 | 449 | 450 | 451 | 452 | 453 | 454 | 455 | 456 | 457 | 458 | 459 | 460 | 461 | 462 | 463 | 464 | 465 | 466 | 467 | 468 | 469 | 470 | 471 | 472 | 473 | 474 | 475 | 476 | 477 | 478 | 479 | 480 | 481 | 482 | 483 | 484 | 485 | 486 | 487 | 488 | 489 | 490 | 491 | 492 | 493 | 494 | 495 | 496 | 497 | 498 | 499 | 500 | 501 | 502 | 503 | 504 | 505 | 506 | 507 | 508 | 509 | 510 | 511 | 512 | 513 | 514 | 515 | 516 | 517 | 518 | 519 | 520 | 521 | 522 | 523 | 524 | 525 | 526 | 527 | 528 | 529 | 530 | 531 | 532 | 533 | 534 | 535 | 536 | 537 | 538 | 539 | 540 | 541 | 542 | 543 | 544 | 545 | 546 | 547 | 548 | 549 | 550 | 551 | 552 | 553 | 554 | 555 | 556 | 557 | 558 | 559 | 560 | 561 | 562 | 563 | 564 | 565 | 566 | 567 | 568 | 569 | 570 | 571 | 572 | 573 | 574 | 575 | 576 | 577 | 578 | 579 | 580 | 581 | 582 | 583 | 584 | 585 | 586 | 587 | 588 | 589 | 590 | 591 | 592 | 593 | 594 | 595 | 596 | 597 | 598 | 599 | 600 | 601 | 602 | 603 | 604 | 605 | 606 | 607 | 608 | 609 | 610 | 611 | 612 | 613 | 614 | 615 | 616 | 617 | 618 | 619 | 620 | 621 | 622 | 623 | 624 | 625 | 626 | 627 | 628 | 629 | 630 | 631 | 632 | 633 | 634 | 635 | 636 | 637 | 638 | 639 | 640 | 641 | 642 | 643 | 644 | 645 | 646 | 647 | 648 | 649 | 650 | 651 | 652 | 653 | 654 | 655 | 656 | 657 | 658 | 659 | 660 | 661 | 662 | 663 | 664 | 665 | 666 | 667 | 668 | 669 | 670 | 671 | 672 | 673 | 674 | 675 | 676 | 677 | 678 | 679 | 680 | 681 | 682 | 683 | 684 | 685 | 686 | 687 | 688 | 689 | 690 | 691 | 692 | 693 | 694 | 695 | 696 | 697 | 698 | 699 | 700 | 701 | 702 | 703 | 704 | 705 | 706 | 707 | 708 | 709 | 710 | 711 | 712 | 713 | 714 | 715 | 716 | 717 | 718 | 719 | 720 | 721 | 722 | 723 | 724 | 725 | 726 | 727 | 728 | 729 | 730 | 731 | 732 | 733 | 734 | 735 | 736 | 737 | 738 | 739 | 740 | 741 | 742 | 743 | 744 | 745 | 746 | 747 | 748 | 749 | 750 | 751 | 752 | 753 | 754 | 755 | 756 | 757 | 758 | 759 | 760 | 761 | 762 | 763 | 764 | 765 | 766 | 767 | 768 | 769 | 770 | 771 | 772 | 773 | 774 | 775 | 776 | 777 | 778 | 779 | 780 | 781 | 782 | 783 | 784 | 785 | 786 | 787 | 788 | 789 | 790 | 791 | 792 | 793 | 794 | 795 | 796 | 797 | 798 | 799 | 800 | 801 | 802 | 803 | 804 | 805 | 806 | 807 | 808 | 809 | 810 | 811 | 812 | 813 | 814 | 815 | 816 | 817 | 818 | 819 | 820 | 821 | 822 | 823 | 824 | 825 | 826 | 827 | 828 | 829 | 830 | 831 | 832 | 833 | 834 | 835 | 836 | 837 | 838 | 839 | 840 | 841 | 842 | 843 | 844 | 845 | 846 | 847 | 848 | 849 | 850 | 851 | 852 | 853 | 854 | 855 | 856 | 857 | 858 | 859 | 860 | 861 | 862 | 863 | 864 | 865 | 866 | 867 | 868 | 869 | 870 | 871 | 872 | 873 | 874 | 875 | 876 | 877 | 878 | 879 | 880 | 881 | 882 | 883 | 884 | 885 | 886 | 887 | 888 | 889 | 890 | 891 | 892 | 893 | 894 | 895 | 896 | 897 | 898 | 899 | 900 | 901 | 902 | 903 | 904 | 905 | 906 | 907 | 908 | 909 | 910 | 911 | 912 | 913 | 914 | 915 | 916 | 917 | 918 | 919 | 920 | 921 | 922 | 923 | 924 | 925 | 926 | 927 | 928 | 929 | 930 | 931 | 932 | 933 | 934 | 935 | 936 | 937 | 938 | 939 | 940 | 941 | 942 | 943 | 944 | 945 | 946 | 947 | 948 | 949 | 950 | 951 | 952 | 953 | 954 | 955 | 956 | 957 | 958 | 959 | 960 | 961 | 962 | 963 | 964 | 965 | 966 | 967 | 968 | 969 | 970 | 971 | 972 | 973 | 974 | 975 | 976 | 977 | 978 | 979 | 980 | 981 | 982 | 983 | 984 | 985 | 986 | 987 | 988 | 989 | 990 | 991 | 992 | 993 | 994 | 995 | 996 | 997 | 998 | 999 | 1000 | 1001 | 1002 | 1003 | 1004 | 1005 | 1006 | 1007 | 1008 | 1009 | 1010 | 1011 | 1012 | 1013 | 1014 | 1015 | 1016 | 1017 | 1018 | 1019 | 1020 | 1021 | 1022 | 1023 | 1024 | 1025 | 1026 | 1027 | 1028 | 1029 | 1030 | 1031 | 1032 | 1033 | 1034 | 1035 | 1036 | 1037 | 1038 | 1039 | 1040 | 1041 | 1042 | 1043 | 1044 | 1045 | 1046 | 1047 | 1048 | 1049 | 1050 | 1051 | 1052 | 1053 | 1054 | 1055 | 1056 | 1057 | 1058 | 1059 | 1060 | 1061 | 1062 | 1063 | 1064 | 1065 | 1066 | 1067 | 1068 | 1069 | 1070 | 1071 | 1072 | 1073 | 1074 | 1075 | 1076 | 1077 | 1078 | 1079 | 1080 | 1081 | 1082 | 1083 | 1084 | 1085 | 1086 | 1087 | 1088 | 1089 | 1090 | 1091 | 1092 | 1093 | 1094 | 1095 | 1096 | 1097 | 1098 | 1099 | 1100 | 1101 | 1102 | 1103 | 1104 | 1105 | 1106 | 1107 | 1108 | 1109 | 1110 | 1111 | 1112 | 1113 | 1114 | 1115 | 1116 | 1117 | 1118 | 1119 | 1120 | 1121 | 1122 | 1123 | 1124 | 1125 | 1126 | 1127 | 1128 | 1129 | 1130 | 1131 | 1132 | 1133 | 1134 | 1135 | 1136 | 1137 | 1138 | 1139 | 1140 | 1141 | 1142 | 1143 | 1144 | 1145 | 1146 | 1147 | 1148 | 1149 | 1150 | 1151 | 1152 | 1153 | 1154 | 1155 | 1156 | 1157 | 1158 | 1159 | 1160 | 1161 | 1162 | 1163 | 1164 | 1165 | 1166 | 1167 | 1168 | 1169 | 1170 | 1171 | 1172 | 1173 | 1174 | 1175 | 1176 | 1177 | 1178 | 1179 | 1180 | 1181 | 1182 | 1183 | 1184 | 1185 | 1186 | 1187 | 1188 | 1189 | 1190 | 1191 | 1192 | 1193 | 1194 | 1195 | 1196 | 1197 | 1198 | 1199 | 1200 | 1201 | 1202 | 1203 | 1204 | 1205 | 1206 | 1207 | 1208 | 1209 | 1210 | 1211 | 1212 | 1213 | 1214 | 1215 | 1216 | 1217 | 1218 | 1219 | 1220 | 1221 | 1222 | 1223 | 1224 | 1225 | 1226 | 1227 | 1228 | 1229 | 1230 | 1231 | 1232 | 1233 | 1234 | 1235 | 1236 | 1237 | 1238 | 1239 | 1240 | 1241 | 1242 | 1243 | 1244 | 1245 | 1246 | 1247 | 1248 | 1249 | 1250 | 1251 | 1252 | 1253 | 1254 | 1255 | 1256 | 1257 | 1258 | 1259 | 1260 | 1261 | 1262 | 1263 | 1264 | 1265 | 1266 | 1267 | 1268 | 1269 | 1270 | 1271 | 1272 | 1273 | 1274 | 1275 | 1276 | 1277 | 1278 | 1279 | 1280 | 1281 | 1282 | 1283 | 1284 | 1285 | 1286 | 1287 | 1288 | 1289 | 1290 | 1291 | 1292 | 1293 | 1294 | 1295 | 1296 | 1297 | 1298 | 1299 | 1300 | 1301 | 1302 | 1303 | 1304 | 1305 | 1306 | 1307 | 1308 | 1309 | 1310 | 1311 | 1312 | 1313 | 1314 | 1315 | 1316 | 1317 | 1318 | 1319 | 1320 | 1321 | 1322 | 1323 | 1324 | 1325 | 1326 | 1327 | 1328 | 1329 | 1330 | 1331 | 1332 | 1333 | 1334 | 1335 | 1336 | 1337 | 1338 | 1339 | 1340 | 1341 | 1342 | 1343 | 1344 | 1345 | 1346 | 1347 | 1348 | 1349 | 1350 | 1351 | 1352 | 1353 | 1354 | 1355 | 1356 | 1357 | 1358 | 1359 | 1360 | 1361 | 1362 | 1363 | 1364 | 1365 | 1366 | 1367 | 1368 | 1369 | 1370 | 1371 | 1372 | 1373 | 1374 | 1375 | 1376 | 1377 | 1378 | 1379 | 1380 | 1381 | 1382 | 1383 | 1384 | 1385 | 1386 | 1387 | 1388 | 1389 | 1390 | 1391 | 1392 | 1393 | 1394 | 1395 | 1396 | 1397 | 1398 | 1399 | 1400 | 1401 | 1402 | 1403 | 1404 | 1405 | 1406 | 1407 | 1408 | 1409 | 1410 | 1411 | 1412 | 1413 | 1414 | 1415 | 1416 | 1417 | 1418 | 1419 | 1420 | 1421 | 1422 | 1423 | 1424 | 1425 | 1426 | 1427 | 1428 | 1429 | 1430 | 1431 | 1432 | 1433 | 1434 | 1435 | 1436 | 1437 | 1438 | 1439 | 1440 | 1441 | 1442 | 1443 | 1444 | 1445 | 1446 | 1447 | 1448 | 1449 | 1450 | 1451 | 1452 | 1453 | 1454 | 1455 | 1456 | 1457 | 1458 | 1459 | 1460 | 1461 | 1462 | 1463 | 1464 | 1465 | 1466 | 1467 | 1468 | 1469 | 1470 | 1471 | 1472 | 1473 | 1474 | 1475 | 1476 | 1477 | 1478 | 1479 | 1480 |
|---|---|---|---|---|---|---|---|---|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-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# Financial Summaries

## Guide to the Financial Summaries

### Introduction

The “Financial Summaries” section contains a variety of tables intended to help the reader view the FY 1999-00 Adopted Budget as a whole, consolidating the budget figures across all the City’s funds and bureaus.

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

### Total City - Revenues and Expenses

The first summary (Table 1) offers the broadest picture; the entire City Budget condensed onto one page, comparing FY 1998-99 with FY 1999-00. This summary shows that for the City as a whole, as well as for any individual fund, resources must always equal requirements. That is, the amount of money planned to be spent from a fund, plus the dollars reserved for contingencies or reserves (“requirements”) must be equal to the total amount of money flowing into the fund plus its beginning balance (“resources”). For simplicity, the Financial Summaries use the terms “revenue” and “expense,” even though those terms have more specialized meanings in the world of accounting. The detailed budget pages for individual funds, however, do use the more formally correct terms “resources” and “requirements” to signify what a fund has (or expects to get) versus what it needs.

### Major Types of Expenditures

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

### Net Budget

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

**Summary by Service Area**

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

**General Fund Revenues and Expenses**

Table 3 summarizes the budget for the General Fund, the City's largest, most visible, and most flexible fund. It shows the different sources of revenue, the expense budgets for individual bureaus, and the fund-level expenses, and compares the FY 1998-99 Budget to the FY 1999-00 Budget.

**Discretionary vs. Non-Discretionary**

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

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

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

The total General Fund FY 1999-00 Adopted Budget is \$349,377,196. After subtracting the cost of those activities tied to non-discretionary funding sources, the flexible part of the General Fund is actually \$270,429,225. The City Council can choose to dedicate discretionary resources to any service area, bureau or program.

**Summary of Authorized Full-Time Positions**

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

**Summaries by Fund**

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

**Total Revenues and Expenses by Fund by Fiscal Year**

Table 5, the "Total Revenues and Expenses by Fund By Fiscal Year," shows the total expenses (or the total revenues, since they are equal) in any fund, not only for the FY 1999-00 Adopted Budget, but also in past years.

**Bureau Expenses by Fund**

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



**Revenues by Fund**

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

**Tax Levy Computation**

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

**Appropriation Schedule**

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

**Historical Funds**

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

**General Fund/  
General Reserve  
Summaries**

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

# Total City Budget – Revenues and Expenses

**TABLE 1**

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

|  | Revised<br>FY 1998–99   | Adopted<br>FY 1999–00   |
|--|-------------------------|-------------------------|
| <b>RESOURCES</b>   |                         |                         |
| <b>External Revenues</b>                                   |                         |                         |
| Property Taxes   | 221,820,506             | 229,160,303             |
| Other Taxes  | 12,187,979              | 12,986,933              |
| Licenses and Permits                                       | 103,186,375             | 107,096,377             |
| Service Charges  | 256,070,605             | 266,923,812             |
| Intergovernmental  | 131,509,730             | 110,105,320             |
| Miscellaneous  | 55,700,346              | 57,045,702              |
| Debt Proceeds  | 148,774,800             | 86,273,000              |
| <b>Total External Revenues</b>                             | <b>929,250,341</b>      | <b>869,591,447</b>      |
| <b>Transfer from Other Funds</b>                           |                         |                         |
| Service Reimbursements                                     | 108,431,510             | 119,959,210             |
| Cash Transfers   | 345,273,217             | 336,884,739             |
| <b>Total Transfers from Other Funds</b>                    | <b>453,704,727</b>      | <b>456,843,949</b>      |
| <b>Beginning Fund Balances</b>                             | <b>387,806,308</b>      | <b>441,741,800</b>      |
| <b>Total Budget</b>  | <b>1,770,761,376</b>    | <b>1,768,177,196</b>    |
| <b>Less Interfund Transfers and Tax Anticipation Notes</b> | <b>(473,704,727)</b>    | <b>(476,843,949)</b>    |
| <b>TOTAL NET BUDGET</b>                                    | <b>\$ 1,297,056,649</b> | <b>\$ 1,291,333,247</b> |
| <b>REQUIREMENTS</b>  |                         |                         |
| <b>Bureau Expenses</b>                                     |                         |                         |
| Personal Services  | 351,609,178             | 367,136,969             |
| External Materials & Services                              | 315,755,076             | 305,104,315             |
| Internal Materials & Services                              | 107,189,038             | 119,781,210             |
| Capital Outlay   | 212,549,407             | 163,388,144             |
| Equipment Cash Transfers                                   | 1,242,472               | 178,000                 |
| <b>Total Bureau Expenses</b>                               | <b>988,345,171</b>      | <b>955,588,638</b>      |
| <b>Fund Level Expenses</b>                                 |                         |                         |
| Debt Service   | 167,413,979             | 173,562,040             |
| Fund Level Cash Transfers                                  | 345,273,217             | 336,884,739             |
| Inventory Increases  | 140,000                 | 140,000                 |
| Contingency  | 224,258,053             | 243,633,486             |
| <b>Total Fund Level Expenses</b>                           | <b>737,085,249</b>      | <b>754,220,265</b>      |
| <b>Total Appropriated Budget</b>                           | <b>1,725,430,420</b>    | <b>1,709,808,903</b>    |
| <b>Unappropriated Ending Balance</b>                       | <b>45,330,956</b>       | <b>58,368,293</b>       |
| <b>Total Budget</b>  | <b>1,770,761,376</b>    | <b>1,768,177,196</b>    |
| <b>Less Interfund Transfers and Tax Anticipation Notes</b> | <b>(473,704,727)</b>    | <b>(476,843,949)</b>    |
| <b>TOTAL NET BUDGET</b>                                    | <b>\$ 1,297,056,649</b> | <b>\$ 1,291,333,247</b> |

# Operating and Capital Budget by Service Area

TABLE 2

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

|  | Revised<br>FY 1998-99 |                         |                       | Adopted<br>FY 1999-00 |                         |                       |
|--|-----------------------|-------------------------|-----------------------|-----------------------|-------------------------|-----------------------|
|  | Operating<br>Budget   | Capital<br>Improvements | Total<br>Expenditures | Operating<br>Budget   | Capital<br>Improvements | Total<br>Expenditures |
| <b>Public Safety</b>                         |                       |                         |                       |                       |                         |                       |
| Police                                       | 109,811,319           | 107,760                 | 109,919,079           | 111,224,400           | 229,000                 | 111,453,400           |
| Fire   | 58,488,545            | 2,809,578               | 61,298,123            | 60,095,020            | 1,050,000               | 61,145,020            |
| Fire & Police Disability & Retirement        | 56,421,055            | 0                       | 56,421,055            | 59,277,514            | 0                       | 59,277,514            |
| Emergency Communications                     | 12,781,076            | 0                       | 12,781,076            | 13,230,303            | 0                       | 13,230,303            |
| Public Safety Capital                        | 1,435,461             | 0                       | 1,435,461             | 1,016,170             | 0                       | 1,016,170             |
| Other Public Safety                          | 10,921,064            | 1,422,803               | 12,343,867            | 9,704,829             | 7,091,718               | 16,796,547            |
| <b>Total Public Safety</b>                   | <b>249,858,520</b>    | <b>4,340,141</b>        | <b>254,198,661</b>    | <b>254,548,236</b>    | <b>8,370,718</b>        | <b>262,918,954</b>    |
| <b>Parks, Recreation &amp; Culture</b>       |                       |                         |                       |                       |                         |                       |
| Parks & Recreation                           | 34,224,754            | 1,933,867               | 36,158,621            | 37,318,618            | 650,000                 | 37,968,618            |
| Parks Bond Construction Fund                 | 0                     | 23,286,493              | 23,286,493            | 0                     | 5,233,356               | 5,233,356             |
| Parks Construction Fund                      | 0                     | 2,678,564               | 2,678,564             | 0                     | 2,938,950               | 2,938,950             |
| Golf   | 4,308,463             | 1,319,829               | 5,628,292             | 4,526,453             | 3,815,000               | 8,341,453             |
| Portland International Raceway               | 854,975               | 0                       | 854,975               | 868,567               | 40,000                  | 908,567               |
| Other Parks, Recreation & Culture            | 15,249,900            | 682,558                 | 15,932,458            | 8,882,007             | 2,074,166               | 10,956,173            |
| <b>Total Parks, Recreation &amp; Culture</b> | <b>54,638,092</b>     | <b>29,901,311</b>       | <b>84,539,403</b>     | <b>51,595,645</b>     | <b>14,751,472</b>       | <b>66,347,117</b>     |
| <b>Public Utilities</b>                      |                       |                         |                       |                       |                         |                       |
| Water  | 50,844,237            | 29,609,790              | 80,454,027            | 52,767,558            | 27,275,000              | 80,042,558            |
| Hydropower                                   | 509,709               | 0                       | 509,709               | 518,742               | 0                       | 518,742               |
| Environ Svcs-Sewer System                    | 65,808,262            | 105,301,371             | 171,109,633           | 64,470,289            | 96,645,635              | 161,115,924           |
| Environ Svcs-Refuse Disposal                 | 2,039,261             | 0                       | 2,039,261             | 2,245,549             | 0                       | 2,245,549             |
| Other Public Utilities                       | 7,311,458             | 973,207                 | 8,284,665             | 8,820,882             | 635,036                 | 9,455,918             |
| <b>Total Public Utilities</b>                | <b>126,512,927</b>    | <b>135,884,368</b>      | <b>262,397,295</b>    | <b>128,823,020</b>    | <b>124,555,671</b>      | <b>253,378,691</b>    |
| <b>Community Development &amp; Services</b>  |                       |                         |                       |                       |                         |                       |
| Planning                                     | 8,801,125             | 0                       | 8,801,125             | 10,631,401            | 0                       | 10,631,401            |
| Bureau of Community Develop                  | 8,275,206             | 0                       | 8,275,206             | 8,173,692             | 0                       | 8,173,692             |
| Office of Neighborhood Involvement           | 4,025,719             | 0                       | 4,025,719             | 4,076,327             | 0                       | 4,076,327             |
| Cable & Franchise Management                 | 1,586,740             | 0                       | 1,586,740             | 1,717,565             | 0                       | 1,717,565             |
| Energy                                       | 1,156,537             | 0                       | 1,156,537             | 953,906               | 0                       | 953,906               |
| Buildings                                    | 22,436,531            | 0                       | 22,436,531            | 23,712,498            | 0                       | 23,712,498            |
| Cable Fund                                   | 2,546,072             | 0                       | 2,546,072             | 2,850,600             | 0                       | 2,850,600             |
| LID Construction                             | 1,528,830             | 8,901,174               | 10,430,004            | 1,521,952             | 9,649,510               | 11,171,462            |
| Housing & Community Development              | 28,912,137            | 0                       | 28,912,137            | 22,829,922            | 0                       | 22,829,922            |
| Other Community Develop & Svc.               | 28,637,975            | 0                       | 28,637,975            | 29,045,638            | 0                       | 29,045,638            |
| <b>Total Community Development/Svcs</b>      | <b>107,906,872</b>    | <b>8,901,174</b>        | <b>116,808,046</b>    | <b>105,513,501</b>    | <b>9,649,510</b>        | <b>115,163,011</b>    |
| <b>Transportation &amp; Parking</b>          |                       |                         |                       |                       |                         |                       |
| Transportation & Street Lighting             | 70,905,433            | 39,382,364              | 110,287,797           | 71,275,449            | 47,683,963              | 118,959,412           |
| Parking Facilities                           | 4,266,824             | 1,678,120               | 5,944,944             | 4,606,238             | 5,950,561               | 10,556,799            |
| Autoport                                     | 0                     | 0                       | 0                     | 0                     | 0                       | 0                     |
| Other Transportation & Parking               | 3,541,253             | 1,491,979               | 5,033,232             | 4,445,456             | 0                       | 4,445,456             |
| <b>Total Transportation &amp; Parking</b>    | <b>78,713,510</b>     | <b>42,552,463</b>       | <b>121,265,973</b>    | <b>80,327,143</b>     | <b>53,634,524</b>       | <b>133,961,667</b>    |
| <b>Legislative/Admin/Support Svcs</b>        |                       |                         |                       |                       |                         |                       |
| City Attorney                                | 4,242,719             | 0                       | 4,242,719             | 4,370,120             | 0                       | 4,370,120             |
| City Auditor                                 | 4,577,519             | 0                       | 4,577,519             | 5,205,262             | 0                       | 5,205,262             |
| Office of Finance & Administration           | 24,561,231            | 0                       | 24,561,231            | 26,613,511            | 0                       | 26,613,511            |
| Mayor & Commissioners' Offices               | 3,813,040             | 0                       | 3,813,040             | 3,862,128             | 0                       | 3,862,128             |
| Purchases & Stores                           | 2,486,962             | 0                       | 2,486,962             | 2,798,080             | 0                       | 2,798,080             |
| Licenses                                     | 3,039,286             | 0                       | 3,039,286             | 3,214,814             | 0                       | 3,214,814             |

# Operating and Capital Budget by Service Area

TABLE 2

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

|  | Revised<br>FY 1998-99 |                         |                        | Adopted<br>FY 1999-00 |                         |                        |
|--|-----------------------|-------------------------|------------------------|-----------------------|-------------------------|------------------------|
|  | Operating<br>Budget   | Capital<br>Improvements | Total<br>Expenditures  | Operating<br>Budget   | Capital<br>Improvements | Total<br>Expenditures  |
| Office of Governmental Relations   | 654,243               | 0                       | 654,243                | 674,523               | 0                       | 674,523                |
| General Services-Administration  | 1,436,840             | 0                       | 1,436,840              | 1,426,900             | 0                       | 1,426,900              |
| Capital Improvement Fund   | 45,681                | 0                       | 45,681                 | 0                     | 0                       | 0                      |
| Communications Services  | 8,854,963             | 1,603,500               | 10,458,463             | 8,742,943             | 452,066                 | 9,195,009              |
| Facilities Services  | 9,317,496             | 28,197,453              | 37,514,949             | 11,624,583            | 4,658,838               | 16,283,421             |
| Fleet Services   | 24,428,383            | 0                       | 24,428,383             | 18,099,294            | 0                       | 18,099,294             |
| Printing & Distribution Services   | 6,502,448             | 0                       | 6,502,448              | 6,727,014             | 0                       | 6,727,014              |
| Insurance & Claims   | 5,055,987             | 0                       | 5,055,987              | 5,472,738             | 0                       | 5,472,738              |
| Workers' Compensation  | 4,224,887             | 0                       | 4,224,887              | 4,578,093             | 0                       | 4,578,093              |
| Governmental Bond Redemption   | 0                     | 0                       | 0                      | 10,000                | 0                       | 10,000                 |
| Computer Services  | 5,390,708             | 0                       | 5,390,708              | 5,692,314             | 0                       | 5,692,314              |
| Other Legislative/Admin/Support  | 10,687,447            | 0                       | 28,802,685             | 9,580,977             | 0                       | 32,350,002             |
| <b>Total Legislative/Admin/Support</b>   | <b>119,319,840</b>    | <b>29,800,953</b>       | <b>149,120,793</b>     | <b>118,693,294</b>    | <b>5,110,904</b>        | <b>123,804,198</b>     |
| <b>PDC Urban Renewal Debt</b>  |                       |                         |                        |                       |                         |                        |
| Tax Increment Debt (Interest Only)   | 15,000                | 0                       | 15,000                 | 15,000                | 0                       | 15,000                 |
| <b>Total Expenditures</b>  | <b>736,964,761</b>    | <b>251,380,410</b>      | <b>988,345,171</b>     | <b>739,515,839</b>    | <b>216,072,799</b>      | <b>955,588,638</b>     |
| <b>FUND REQUIREMENTS</b>   |                       |                         |                        |                       |                         |                        |
| Contingency  |                       |                         | 224,258,053            |                       |                         | 243,633,486            |
| Interfund Cash Transfers   |                       |                         | 345,273,217            |                       |                         | 336,884,739            |
| Debt Retirement  |                       |                         | 167,413,979            |                       |                         | 173,562,040            |
| Inventory Increases  |                       |                         | 140,000                |                       |                         | 140,000                |
| Unappropriated Ending Fund Balance   |                       |                         | 45,330,956             |                       |                         | 58,368,293             |
| <b>TOTAL CITY BUDGET</b>   | <b>\$</b>             | <b>\$</b>               | <b>\$1,770,761,376</b> | <b>\$</b>             | <b>\$</b>               | <b>\$1,768,177,196</b> |
| <b>Subtract "double count" caused by internal transfers and tax anticipation notes</b> |                       |                         | (473,704,727)          |                       |                         | (476,843,949)          |
| <b>TOTAL NET CITY BUDGET</b>   | <b>\$</b>             | <b>\$</b>               | <b>\$1,297,056,649</b> | <b>\$</b>             | <b>\$</b>               | <b>\$1,291,333,247</b> |

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

Note 2: The differences between the Capital Improvements figures for the Adopted Budget and the CIP Summary section by Bureau are as follows:

A. The Adopted Budget is \$1,177,109 less than the CIP Summary due to the exclusion of the overhead charges, contingency and cash transfers for projects undertaken by the Bureau of General Services.

B. The Adopted Budget is \$1,493,561 greater than the CIP Summary for the Bureau of Environmental Services due to the fact that the capital activities associated with completing projects once they are turned over to operations are not included in the CIP section.

C. The Adopted Budget for the LID construction projects reflects the \$7,612,410 in transfers associated with projects. These requirements are not included in the CIP Summary.

D. The Approved Budget does not include the \$27,840,892 associated with the PDC projects. These projects are contained in the CIP Summary.

# General Fund Revenues and Expenses

TABLE 3

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

|                                     | Discretionary Budget  |                       | Total Budget          |                       |
|-------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|                                     | Revised<br>FY 1998-99 | Adopted<br>FY 1999-00 | Revised<br>FY 1998-99 | Adopted<br>FY 1999-00 |
| <b>RESOURCES</b>                    |                       |                       |                       |                       |
| Property Taxes                      | 125,493,241           | 131,767,225           | 125,493,241           | 131,767,225           |
| Lodging Taxes                       | 10,158,649            | 10,794,799            | 10,158,649            | 10,794,799            |
| Business Licenses                   | 48,840,073            | 52,409,103            | 48,840,073            | 52,409,103            |
| Utility License Fees                | 42,957,613            | 44,244,205            | 42,957,613            | 44,244,205            |
| Service Charges and Other           | 5,320,406             | 4,615,156             | 20,097,739            | 19,612,683            |
| Intergovernmental                   | 9,625,208             | 10,249,567            | 28,974,187            | 27,432,481            |
| Transfers from Other Funds/Agencies | 2,190,737             | 2,764,400             | 37,880,381            | 40,190,379            |
| Beginning Fund Balance              | 21,912,686            | 13,584,770            | 29,931,653            | 22,926,321            |
| <b>TOTAL GENERAL FUND RESOURCES</b> | <b>\$ 266,498,613</b> | <b>\$ 270,429,225</b> | <b>\$ 344,333,536</b> | <b>\$ 349,377,196</b> |
| <b>EXPENSES</b>                     |                       |                       |                       |                       |
| City Attorney                       | 424,731               | 1,467,578             | 4,242,719             | 4,370,120             |
| City Auditor                        | 1,193,333             | 1,324,997             | 4,577,519             | 5,205,262             |
| Cable & Franchise Management        | 1,336,691             | 1,416,505             | 1,586,740             | 1,717,565             |
| Commissioner #1                     | 280,675               | 289,509               | 606,711               | 624,589               |
| Commissioner #2                     | 280,675               | 289,334               | 598,711               | 632,414               |
| Commissioner #3                     | 280,675               | 289,481               | 598,711               | 624,561               |
| Commissioner #4                     | 280,675               | 289,319               | 598,711               | 624,399               |
| Community Development               | 2,382,875             | 2,822,579             | 8,275,206             | 8,173,692             |
| Energy                              | 357,515               | 365,921               | 1,156,537             | 953,906               |
| Finance & Administration            | 6,656,000             | 5,519,578             | 24,466,445            | 26,613,511            |
| Fire                                | 55,570,933            | 58,040,552            | 61,294,635            | 61,145,020            |
| General Services                    | 0                     | 0                     | 1,436,840             | 1,426,900             |
| Governmental Relations              | 264,789               | 266,450               | 654,243               | 674,523               |
| Licenses                            | 1,886,474             | 2,018,936             | 3,039,286             | 3,214,814             |
| Mayor                               | 586,898               | 514,870               | 1,410,196             | 1,356,165             |
| Neighborhood Involvement            | 2,999,359             | 3,572,522             | 4,025,719             | 4,076,327             |
| Parks & Recreation                  | 24,300,733            | 27,559,106            | 36,127,613            | 37,968,618            |
| Planning                            | 4,704,671             | 6,594,443             | 8,834,221             | 10,631,401            |
| Police                              | 94,117,010            | 98,871,324            | 109,411,655           | 111,453,400           |
| Purchases & Stores                  | 721,674               | 725,694               | 2,531,962             | 2,798,080             |
| Special Appropriations              | 28,598,500            | 20,427,470            | 29,245,493            | 23,254,019            |
| <b>Total Bureau Expenses</b>        | <b>227,224,886</b>    | <b>232,666,168</b>    | <b>304,719,873</b>    | <b>307,539,286</b>    |
| Transfers To Other Funds            | 34,848,968            | 33,446,115            | 34,848,967            | 33,515,948            |
| Contingency-Operating & Unforeseen  | 4,424,759             | 4,316,942             | 4,764,696             | 4,316,942             |
| Contingency-Encumbrance Carryover   | 0                     | 0                     | 0                     | 4,005,020             |
| <b>TOTAL GENERAL FUND EXPENSES</b>  | <b>\$ 266,498,613</b> | <b>\$ 270,429,225</b> | <b>\$ 344,333,536</b> | <b>\$ 349,377,196</b> |

1. Certain minor cash transfers from General Fund bureaus are reflected in the bureau line and are excluded from Discretionary Transfers to Other Funds. In FY 1999-00 these are: Parks transfer of \$13,984 and Licenses transfer of \$55,850 to the Governmental Bond Redemption Fund.

# Summary of Authorized Positions

TABLE 4

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

|   | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Adopted<br>FY 1999-00 | Change    |
|---|----------------------|----------------------|-----------------------|-----------------------|-----------|
| <b>General Fund</b>                           |                      |                      |                       |                       |           |
| City Attorney                                 | 36                   | 35                   | 39                    | 39                    | 0         |
| City Auditor                                  | 56                   | 53                   | 53                    | 56                    | 3         |
| Cable Communications                          | 5                    | 5                    | 6                     | 6                     | 0         |
| Commissioner of Public Affairs                | 7                    | 7                    | 7                     | 7                     | 0         |
| Commissioner of Public Works                  | 6                    | 8                    | 8                     | 8                     | 0         |
| Commissioner of Public Utilities              | 7                    | 7                    | 7                     | 7                     | 0         |
| Commissioner of Public Safety                 | 7                    | 6                    | 6                     | 6                     | 0         |
| Energy Office                                 | 8                    | 8                    | 8                     | 11                    | 3         |
| Finance and Administration                    | 176                  | 176                  | 186                   | 189                   | 3         |
| Bureau of Fire, Rescue and Emergency Services | 746                  | 704                  | 729                   | 730                   | 1         |
| BGS-Admin                                     | 16                   | 16                   | 18                    | 17                    | -1        |
| Government Relations                          | 5                    | 4                    | 5                     | 4                     | -1        |
| Community Development                         | 17                   | 17                   | 18                    | 18                    | 0         |
| Licenses                                      | 37                   | 38                   | 40                    | 40                    | 0         |
| Mayor   | 17                   | 16                   | 16                    | 16                    | 0         |
| Neighborhood Involvement                      | 24                   | 37                   | 36                    | 36                    | 0         |
| Parks Division                                | 309                  | 283                  | 314                   | 325                   | 11        |
| Planning                                      | 105                  | 103                  | 109                   | 117                   | 8         |
| Police  | 1,246                | 1,248                | 1,252                 | 1,257                 | 5         |
| Purchases                                     | 21                   | 21                   | 24                    | 25                    | 1         |
| Special Appropriations                        | 0                    | 0                    | 0                     | 0                     | 0         |
| <b>Total General Fund</b>                     | <b>2,850</b>         | <b>2,792</b>         | <b>2,880</b>          | <b>2,913</b>          | <b>33</b> |
| <b>Other Funds</b>                            |                      |                      |                       |                       |           |
| Buildings                                     | 201                  | 213                  | 225                   | 229                   | 4         |
| Communications                                | 27                   | 27                   | 33                    | 33                    | 0         |
| Emergency Communications                      | 152                  | 152                  | 155                   | 165                   | 10        |
| Environmental Services                        | 453                  | 448                  | 452                   | 452                   | 0         |
| Facilities                                    | 30                   | 27                   | 31                    | 34                    | 3         |
| Fleet   | 76                   | 76                   | 80                    | 80                    | 0         |
| Golf Division                                 | 28                   | 27                   | 27                    | 31                    | 4         |
| Hydroelectric Power Division                  | 3                    | 3                    | 3                     | 3                     | 0         |
| Parks Bond Construction                       | 18                   | 18                   | 18                    | 10                    | -8        |
| Parks Construction Division                   | 0                    | 0                    | 0                     | 3                     | 3         |
| PIR Division                                  | 6                    | 6                    | 6                     | 6                     | 0         |
| Printing & Distribution                       | 28                   | 28                   | 29                    | 30                    | 1         |
| Refuse Disposal Division                      | 10                   | 10                   | 10                    | 10                    | 0         |
| Transportation                                | 733                  | 730                  | 716                   | 711                   | -5        |
| Water Division                                | 513                  | 515                  | 524                   | 532                   | 8         |
| <b>Total Other Funds</b>                      | <b>2,278</b>         | <b>2,280</b>         | <b>2,310</b>          | <b>2,330</b>          | <b>20</b> |
| <b>Total City</b>                             | <b>5,129</b>         | <b>5,072</b>         | <b>5,189</b>          | <b>5,243</b>          | <b>54</b> |
| Portland Development Commission               | 127                  | 100                  | 101                   | 111                   | 10        |
| <b>TOTAL CITY, INCLUDING PDC</b>              | <b>5,256</b>         | <b>5,172</b>         | <b>5,290</b>          | <b>5,354</b>          | <b>64</b> |

# Total Revenues and Expenses by Fund By Fiscal Year

TABLE 5

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

|                                     | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Proposed<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|-------------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>Operating Funds</b>              |                      |                      |                       |                        |                       |
| Spectator Facilities Fund           | 53,231,685           | 12,851,539           | 12,778,875            | 10,710,057             | 10,760,057            |
| Assessment Collection               | 142,200              | 89,946               | 37,206                | 43,091                 | 43,091                |
| Buildings                           | 25,299,933           | 27,212,521           | 28,293,231            | 27,343,766             | 27,343,766            |
| Cable                               | 4,001,150            | 3,603,171            | 3,161,835             | 3,362,181              | 3,362,181             |
| General Fund                        | 316,874,381          | 327,651,534          | 344,333,536           | 341,879,351            | 349,377,196           |
| Emergency Communications            | 12,710,686           | 13,944,984           | 15,133,304            | 16,097,702             | 16,160,015            |
| Golf                                | 5,752,371            | 6,442,891            | 6,697,865             | 15,802,745             | 15,802,745            |
| Hydropower Operating                | 1,082,297            | 1,347,517            | 1,134,300             | 1,029,867              | 1,029,867             |
| Parking Facilities                  | 12,069,382           | 14,271,345           | 21,492,948            | 45,477,889             | 45,477,889            |
| Portland International Raceway      | 946,117              | 1,007,658            | 975,208               | 1,003,710              | 1,003,710             |
| Property Management License         | 2,306,599            | 2,647,699            | 2,795,742             | 2,811,256              | 2,811,256             |
| Public Safety                       | 1,977,394            | 1,724,683            | 1,645,500             | 1,486,321              | 1,486,321             |
| Refuse Disposal                     | 5,672,278            | 6,421,223            | 6,078,949             | 6,992,317              | 6,992,317             |
| Sewage System Operating             | 221,322,888          | 205,548,082          | 252,788,255           | 242,846,693            | 242,858,439           |
| Transportation Operating            | 95,481,969           | 103,369,202          | 123,661,207           | 134,811,624            | 134,275,209           |
| Water                               | 106,584,259          | 113,359,841          | 116,214,062           | 124,366,334            | 124,361,452           |
| <b>Total Operating Funds</b>        | <b>865,455,589</b>   | <b>841,493,836</b>   | <b>937,222,023</b>    | <b>976,064,904</b>     | <b>983,145,511</b>    |
| <b>Internal Service Funds</b>       |                      |                      |                       |                        |                       |
| Communications Svcs Operating       | 13,053,031           | 14,595,364           | 16,179,186            | 15,288,182             | 15,288,182            |
| Information Technology Fund         | 5,597,138            | 5,597,771            | 6,530,168             | 6,644,888              | 6,964,560             |
| Facilities Services                 | 50,868,403           | 67,318,981           | 55,983,526            | 44,930,589             | 34,802,759            |
| Fleet Services Operating            | 31,322,680           | 33,331,537           | 32,635,048            | 28,995,108             | 29,011,947            |
| Health Insurance                    | 45,255,064           | 50,714,998           | 54,415,484            | 55,930,993             | 58,853,983            |
| Insurance and Claims Operating      | 13,380,334           | 12,547,809           | 12,514,337            | 13,268,428             | 13,268,428            |
| Printing/Distribution Services      | 6,973,223            | 6,597,383            | 7,791,218             | 7,657,916              | 7,645,836             |
| Workers' Compensation Operating     | 17,044,798           | 16,969,068           | 16,980,254            | 16,227,765             | 16,227,765            |
| <b>Total Internal Service Funds</b> | <b>183,494,671</b>   | <b>207,672,911</b>   | <b>203,029,221</b>    | <b>188,943,869</b>     | <b>182,063,460</b>    |
| <b>Agency and Trust Funds</b>       |                      |                      |                       |                        |                       |
| Environmental Remediation           | 2,740,272            | 2,393,597            | 2,384,103             | 2,453,435              | 2,453,435             |
| Housing Investment                  | 3,412,384            | 13,815,602           | 7,490,502             | 7,601,635              | 8,101,635             |
| Hydropower Renewal & Replacement    | 7,744,279            | 7,742,425            | 7,829,750             | 8,083,524              | 8,083,524             |
| Portland Parks Memorial Trust       | 3,658,483            | 4,360,037            | 4,447,419             | 4,491,711              | 4,491,711             |
| Sewer Revolving Loan                | 1,448,894            | 1,657,774            | 1,519,076             | 2,080,708              | 2,080,708             |
| Sewer System Rate Stabilization     | 30,765,482           | 20,024,142           | 13,050,984            | 13,985,277             | 13,985,277            |
| Sewer System Safety Net             | 3,314,512            | 2,695,284            | 2,490,019             | 1,959,930              | 1,959,930             |
| Water Growth Impact Charge Trust    | 1,242,897            | 1,316,364            | 1,386,459             | 1,461,339              | 1,461,339             |
| <b>Total Agency and Trust Funds</b> | <b>54,327,203</b>    | <b>54,005,225</b>    | <b>40,598,312</b>     | <b>42,117,559</b>      | <b>42,617,559</b>     |
| <b>Construction Funds</b>           |                      |                      |                       |                        |                       |
| Capital Improvement Fund            | 9,746,337            | 10,342,273           | 2,974,901             | 204,133                | 204,133               |
| LID Construction Fund               | 8,693,899            | 15,957,011           | 28,102,532            | 24,530,689             | 24,530,689            |
| Parks Bond Construction             | 60,165,243           | 45,587,411           | 27,504,541            | 5,271,403              | 5,271,403             |
| Parks Construction                  | 0                    | 0                    | 2,678,564             | 3,203,800              | 3,408,454             |
| Sewer System Construction           | 169,306,861          | 359,507,901          | 156,353,392           | 127,654,748            | 127,654,748           |
| Water Construction                  | 34,641,058           | 54,265,340           | 42,149,636            | 59,643,341             | 59,656,943            |
| <b>Total Construction Funds</b>     | <b>282,553,398</b>   | <b>485,659,936</b>   | <b>259,763,566</b>    | <b>220,508,114</b>     | <b>220,726,370</b>    |
| <b>Debt Service Funds</b>           |                      |                      |                       |                        |                       |
| Airport Way Debt Service            | 2,383,025            | 8,340,020            | 6,742,630             | 6,865,915              | 6,754,077             |
| BFRES Facilities Bond Fund          | 0                    | 0                    | 0                     | 0                      | 24,050,000            |
| Bancroft Bond                       | 30,088,885           | 24,562,545           | 11,715,221            | 11,749,728             | 11,749,728            |

# Total Revenues and Expenses by Fund By Fiscal Year

TABLE 5

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

|  | Actual<br>FY 1996-97    | Actual<br>FY 1997-98    | Revised<br>FY 1998-99   | Proposed<br>FY 1999-00  | Adopted<br>FY 1999-00   |
|--|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| Bonded Debt Interest and Sinking       | 9,903,782               | 6,778,081               | 6,252,821               | 7,576,124               | 7,959,485               |
| Central Eastside Industrial Debt       | 2,809,440               | 7,148,863               | 3,466,269               | 3,579,936               | 3,579,936               |
| Convention Center Area Debt Svc        | 5,665,740               | 18,708,314              | 6,102,838               | 5,437,064               | 5,437,064               |
| Parking Facilities Debt Fund           | 0                       | 0                       | 287,250                 | 354,000                 | 354,000                 |
| Gas Tax Bond Redemption                | 241,966                 | 3,673,488               | 826,584                 | 786,887                 | 786,887                 |
| Golf Revenue Bond                      | 546,327                 | 537,685                 | 536,097                 | 537,845                 | 537,845                 |
| Governmental Bond Redemption           | 6,098,272               | 6,396,521               | 4,095,039               | 6,422,892               | 3,107,484               |
| Hydropower Bond                        | 7,763,852               | 7,852,535               | 7,976,901               | 7,944,443               | 7,944,443               |
| Lents Urban Renewal Debt Fund          | 0                       | 0                       | 0                       | 0                       | 623,444                 |
| Morrison Park East Bond                | 809,888                 | 862,819                 | 867,683                 | 796,028                 | 796,028                 |
| Morrison Park West Bond                | 690,319                 | 703,297                 | 698,111                 | 676,793                 | 676,793                 |
| Old Town Parking Bond                  | 682,901                 | 677,650                 | 677,106                 | 667,040                 | 667,040                 |
| River District Debt Fund               | 0                       | 0                       | 0                       | 0                       | 473,356                 |
| Parking Facilities Bond                | 0                       | 0                       | 0                       | 0                       | 0                       |
| Sewage Disposal Debt                   | 43,567,767              | 314,199,178             | 51,200,410              | 55,971,406              | 55,971,406              |
| South Park Renewal Debt Service        | 3,982,694               | 8,616,238               | 8,120,795               | 6,402,862               | 6,402,862               |
| Washington County Supply Bond          | 2,525,247               | 2,961,581               | 3,161,420               | 3,362,812               | 3,362,812               |
| Water Bond Sinking                     | 9,592,333               | 10,679,245              | 11,356,221              | 11,563,253              | 11,563,253              |
| Waterfront Renewal Bond Sinking        | 11,677,327              | 17,117,092              | 18,819,440              | 17,814,309              | 17,814,309              |
| <b>Total Debt Service Funds</b>        | <b>139,029,765</b>      | <b>439,815,152</b>      | <b>142,902,836</b>      | <b>148,509,337</b>      | <b>170,612,252</b>      |
| <b>Federal and State Funds</b>         |                         |                         |                         |                         |                         |
| Federal Grants                         | 16,765,936              | 19,002,141              | 30,616,229              | 17,406,314              | 17,408,044              |
| Home Grant                             | 5,070,300               | 2,611,125               | 9,330,758               | 4,576,000               | 4,576,000               |
| Housing & Community Development        | 19,853,531              | 16,647,989              | 29,301,521              | 21,803,400              | 23,189,130              |
| <b>Total Federal and State Funds</b>   | <b>41,689,767</b>       | <b>38,261,255</b>       | <b>69,248,508</b>       | <b>43,785,714</b>       | <b>45,173,174</b>       |
| <b>Retirement Funds</b>                |                         |                         |                         |                         |                         |
| FPD&R                                  | 62,662,206              | 82,001,436              | 80,418,444              | 83,622,883              | 83,622,883              |
| FPD&R Retirement Reserve               | 750,000                 | 750,000                 | 750,000                 | 750,000                 | 750,000                 |
| Supp Retirement Program Trust          | 454,848                 | 474,977                 | 469,184                 | 349,664                 | 349,664                 |
| <b>Total Retirement Funds</b>          | <b>63,867,054</b>       | <b>83,226,413</b>       | <b>81,637,628</b>       | <b>84,722,547</b>       | <b>84,722,547</b>       |
| <b>Revenue and Reserve Funds</b>       |                         |                         |                         |                         |                         |
| Convention and Tourism                 | 1,927,083               | 2,051,205               | 2,097,027               | 2,208,701               | 2,208,701               |
| General Reserve                        | 31,416,505              | 33,438,039              | 33,676,368              | 36,351,023              | 36,339,533              |
| Sewer System Debt Proceeds             | 0                       | 0                       | 0                       | 0                       | 0                       |
| Transportation Reserve                 | 3,416,173               | 3,466,317               | 585,887                 | 568,089                 | 568,089                 |
| <b>Total Revenue and Reserve Funds</b> | <b>36,759,761</b>       | <b>38,955,561</b>       | <b>36,359,282</b>       | <b>39,127,813</b>       | <b>39,116,323</b>       |
| <b>TOTAL ALL FUNDS</b>                 | <b>\$ 1,667,177,335</b> | <b>\$ 2,189,090,389</b> | <b>\$ 1,770,761,477</b> | <b>\$ 1,743,779,857</b> | <b>\$ 1,768,177,196</b> |



# Summary of Bureau Expenses by Fund – FY 1999–00

TABLE 6

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

|                                     | Personal<br>Services | External<br>Mat'l & Svcs | Internal<br>Mat'l & Svcs | Capital<br>Outlay  | Equip Cash<br>Transfers | Total<br>Bureau Expenses |
|-------------------------------------|----------------------|--------------------------|--------------------------|--------------------|-------------------------|--------------------------|
| <b>General Fund</b>                 |                      |                          |                          |                    |                         |                          |
| City Attorney                       | 3,704,513            | 301,933                  | 363,674                  | 0                  | 0                       | 4,370,120                |
| City Auditor                        | 3,731,902            | 698,333                  | 775,027                  | 0                  | 0                       | 5,205,262                |
| Cable Communications                | 472,409              | 793,155                  | 452,001                  | 0                  | 0                       | 1,717,565                |
| Commissioner of Public Utilities    | 511,388              | 21,870                   | 91,331                   | 0                  | 0                       | 624,589                  |
| Commissioner of Public Works        | 540,833              | 12,008                   | 79,573                   | 0                  | 0                       | 632,414                  |
| Commissioner of Public Affairs      | 506,999              | 30,779                   | 86,783                   | 0                  | 0                       | 624,561                  |
| Commissioner of Public Safety       | 505,679              | 34,816                   | 83,904                   | 0                  | 0                       | 624,399                  |
| Community Development               | 1,256,595            | 6,651,844                | 265,253                  | 0                  | 0                       | 8,173,692                |
| Energy Office                       | 682,388              | 189,660                  | 81,858                   | 0                  | 0                       | 953,906                  |
| Finance and Administration          | 13,808,683           | 7,849,675                | 4,955,153                | 0                  | 0                       | 26,613,511               |
| Fire, Rescue & Emergency Service    | 53,465,855           | 4,007,628                | 2,599,136                | 1,072,401          | 0                       | 61,145,020               |
| BGS-Admin                           | 1,167,870            | 103,741                  | 155,289                  | 0                  | 0                       | 1,426,900                |
| Government Relations                | 352,567              | 262,290                  | 59,666                   | 0                  | 0                       | 674,523                  |
| Licenses                            | 2,446,871            | 267,127                  | 500,816                  | 0                  | 0                       | 3,214,814                |
| Mayor                               | 1,090,896            | 37,142                   | 228,127                  | 0                  | 0                       | 1,356,165                |
| Neighborhood Involvement            | 2,406,601            | 1,402,641                | 267,085                  | 0                  | 0                       | 4,076,327                |
| Parks Division                      | 24,769,506           | 8,820,038                | 3,811,074                | 568,000            | 0                       | 37,968,618               |
| Planning                            | 7,554,503            | 1,253,280                | 1,823,618                | 0                  | 0                       | 10,631,401               |
| Police                              | 86,112,620           | 7,883,489                | 16,958,714               | 320,577            | 178,000                 | 111,453,400              |
| Purchases                           | 1,801,689            | 692,746                  | 303,645                  | 0                  | 0                       | 2,798,080                |
| Special Appropriations              | 0                    | 20,408,419               | 912,600                  | 1,933,000          | 0                       | 23,254,019               |
| <b>Total General Fund</b>           | <b>206,890,367</b>   | <b>61,722,614</b>        | <b>34,854,327</b>        | <b>3,893,978</b>   | <b>178,000</b>          | <b>307,539,286</b>       |
| <b>Operating Funds</b>              |                      |                          |                          |                    |                         |                          |
| Spectator Facilities Fund           | 0                    | 668,470                  | 370,994                  | 100,000            | 0                       | 1,139,464                |
| Assessment Collection               | 0                    | 0                        | 0                        | 0                  | 0                       | 0                        |
| Buildings                           | 16,801,284           | 2,401,934                | 4,178,753                | 330,527            | 0                       | 23,712,498               |
| Cable                               | 0                    | 2,533,575                | 317,025                  | 0                  | 0                       | 2,850,600                |
| Emergency Communications            | 11,181,082           | 898,562                  | 1,150,659                | 0                  | 0                       | 13,230,303               |
| Golf                                | 2,414,339            | 1,505,900                | 576,214                  | 3,845,000          | 0                       | 8,341,453                |
| Hydropower Operating                | 239,310              | 113,400                  | 166,032                  | 0                  | 0                       | 518,742                  |
| Parking Facilities                  | 0                    | 3,353,108                | 2,203,691                | 5,000,000          | 0                       | 10,556,799               |
| Portland International Raceway      | 420,648              | 382,200                  | 65,719                   | 40,000             | 0                       | 908,567                  |
| Property Management License         | 0                    | 2,782,247                | 0                        | 0                  | 0                       | 2,782,247                |
| Public Safety                       | 0                    | 188,000                  | 1,122                    | 827,048            | 0                       | 1,016,170                |
| Refuse Disposal                     | 655,640              | 1,360,467                | 229,442                  | 0                  | 0                       | 2,245,549                |
| Sewage System Operating             | 33,485,408           | 25,423,208               | 22,946,906               | 79,260,402         | 0                       | 161,115,924              |
| Transportation Operating            | 47,874,484           | 22,574,034               | 14,532,868               | 33,978,026         | 0                       | 118,959,412              |
| Water                               | 34,910,497           | 21,333,153               | 9,337,664                | 14,461,244         | 0                       | 80,042,558               |
| <b>Total Operating Funds</b>        | <b>147,982,692</b>   | <b>85,518,258</b>        | <b>56,077,089</b>        | <b>137,842,247</b> | <b>0</b>                | <b>427,420,286</b>       |
| <b>Internal Service Funds</b>       |                      |                          |                          |                    |                         |                          |
| Communications Svcs Operating       | 2,318,125            | 5,338,916                | 872,968                  | 665,000            | 0                       | 9,195,009                |
| Information Technology Fund         | 0                    | 495,239                  | 5,197,075                | 0                  | 0                       | 5,692,314                |
| Facilities Services                 | 2,349,451            | 12,954,929               | 1,209,575                | 1,756,390          | 0                       | 18,270,345               |
| Fleet Services Operating            | 5,118,097            | 6,384,284                | 991,253                  | 5,605,660          | 0                       | 18,099,294               |
| Health Insurance                    | 0                    | 25,719,037               | 845,294                  | 0                  | 0                       | 26,564,331               |
| Insurance and Claims Operating      | 0                    | 3,225,957                | 2,246,781                | 0                  | 0                       | 5,472,738                |
| Printing/Distribution Services      | 1,713,517            | 3,948,954                | 655,543                  | 409,000            | 0                       | 6,727,014                |
| Workers' Compensation Operating     | 0                    | 2,495,577                | 2,082,516                | 0                  | 0                       | 4,578,093                |
| <b>Total Internal Service Funds</b> | <b>11,499,190</b>    | <b>60,562,893</b>        | <b>14,101,005</b>        | <b>8,436,050</b>   | <b>0</b>                | <b>94,599,138</b>        |
| <b>Agency and Trust Funds</b>       |                      |                          |                          |                    |                         |                          |
| Environmental Remediation           | 18,944               | 145,571                  | 145,521                  | 325,000            | 0                       | 635,036                  |
| Housing Investment                  | 0                    | 7,924,709                | 0                        | 0                  | 0                       | 7,924,709                |
| Hydropower Renewal & Replacement    | 0                    | 0                        | 0                        | 0                  | 0                       | 0                        |
| Portland Parks Memorial Trust       | 0                    | 1,005,780                | 554,412                  | 0                  | 0                       | 1,560,192                |
| Sewer Revolving Loan                | 0                    | 600,000                  | 0                        | 0                  | 0                       | 600,000                  |
| Sewer System Rate Stabilization     | 0                    | 0                        | 0                        | 0                  | 0                       | 0                        |
| Sewer System Safety Net             | 0                    | 1,959,930                | 0                        | 0                  | 0                       | 1,959,930                |
| Water Growth Impact Charge Trust    | 0                    | 0                        | 0                        | 0                  | 0                       | 0                        |

# Summary of Bureau Expenses by Fund – FY 1999–00

TABLE 6

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

|  | Personal<br>Services  | External<br>Mat'l & Svcs | Internal<br>Mat'l & Svcs | Capital<br>Outlay     | Equip Cash<br>Transfers | Total<br>Bureau Expenses |
|--|-----------------------|--------------------------|--------------------------|-----------------------|-------------------------|--------------------------|
| <b>Total Agency and Trust Funds</b>    | 18,944                | 11,635,990               | 699,933                  | 325,000               | 0                       | 12,679,867               |
| <b>Construction Funds</b>              |                       |                          |                          |                       |                         |                          |
| Capital Improvement Fund               | 0                     | 0                        | 0                        | 0                     | 0                       | 0                        |
| LID Construction Fund                  | 0                     | 75,000                   | 9,059,362                | 2,037,100             | 0                       | 11,171,462               |
| Parks Bond Construction                | 551,729               | 75,600                   | 368,965                  | 4,237,062             | 0                       | 5,233,356                |
| Parks Construction                     | 194,047               | 238,251                  | 22,545                   | 2,484,107             | 0                       | 2,938,950                |
| Sewer System Construction              | 0                     | 0                        | 0                        | 0                     | 0                       | 0                        |
| Water Construction                     | 0                     | 0                        | 0                        | 0                     | 0                       | 0                        |
| <b>Total Construction Funds</b>        | 745,776               | 388,851                  | 9,450,872                | 8,758,269             | 0                       | 19,343,768               |
| <b>Debt Service Funds</b>              |                       |                          |                          |                       |                         |                          |
| Airport Way Debt Service               | 0                     | 0                        | 0                        | 0                     | 0                       | 0                        |
| BFRES Facilities Bond Fund             | 0                     | 0                        | 1,023,560                | 4,122,400             | 0                       | 5,145,960                |
| Bancroft Bond                          | 0                     | 0                        | 0                        | 0                     | 0                       | 0                        |
| Bonded Debt Interest and Sinking       | 0                     | 0                        | 0                        | 0                     | 0                       | 0                        |
| Central Eastside Industrial Debt       | 0                     | 0                        | 0                        | 0                     | 0                       | 0                        |
| Convention Center Area Debt Svc        | 0                     | 0                        | 0                        | 0                     | 0                       | 0                        |
| Parking Facilities Debt Fund           | 0                     | 0                        | 0                        | 0                     | 0                       | 0                        |
| Gas Tax Bond Redemption                | 0                     | 0                        | 0                        | 0                     | 0                       | 0                        |
| Golf Revenue Bond                      | 0                     | 0                        | 0                        | 0                     | 0                       | 0                        |
| Governmental Bond Redemption           | 0                     | 10,000                   | 0                        | 0                     | 0                       | 10,000                   |
| Hydropower Bond                        | 0                     | 0                        | 0                        | 0                     | 0                       | 0                        |
| Lents Urban Renewal Debt Fund          | 0                     | 0                        | 0                        | 0                     | 0                       | 0                        |
| Morrison Park East Bond                | 0                     | 0                        | 0                        | 0                     | 0                       | 0                        |
| Morrison Park West Bond                | 0                     | 0                        | 0                        | 0                     | 0                       | 0                        |
| Old Town Parking Bond                  | 0                     | 0                        | 0                        | 0                     | 0                       | 0                        |
| River District Debt Fund               | 0                     | 0                        | 0                        | 0                     | 0                       | 0                        |
| Parking Facilities Bond                | 0                     | 0                        | 0                        | 0                     | 0                       | 0                        |
| Sewage Disposal Debt                   | 0                     | 0                        | 0                        | 0                     | 0                       | 0                        |
| South Park Renewal Debt Service        | 0                     | 0                        | 0                        | 0                     | 0                       | 0                        |
| Washington County Supply Bond          | 0                     | 0                        | 0                        | 0                     | 0                       | 0                        |
| Water Bond Sinking                     | 0                     | 0                        | 0                        | 0                     | 0                       | 0                        |
| Waterfront Renewal Bond Sinking        | 0                     | 15,000                   | 0                        | 0                     | 0                       | 15,000                   |
| <b>Total Debt Service Funds</b>        | 0                     | 25,000                   | 1,023,560                | 4,122,400             | 0                       | 5,170,960                |
| <b>Federal and State Funds</b>         |                       |                          |                          |                       |                         |                          |
| Federal Grants                         | 0                     | 0                        | 0                        | 0                     | 0                       | 0                        |
| Home Grant                             | 0                     | 4,319,812                | 212,756                  | 0                     | 0                       | 4,532,568                |
| Housing & Community Development        | 0                     | 20,358,224               | 2,471,698                | 0                     | 0                       | 22,829,922               |
| <b>Total Federal and State Funds</b>   | 0                     | 24,678,036               | 2,684,454                | 0                     | 0                       | 27,362,490               |
| <b>Retirement Funds</b>                |                       |                          |                          |                       |                         |                          |
| FPD&R                                  | 0                     | 58,430,311               | 837,003                  | 10,200                | 0                       | 59,277,514               |
| FPD&R Retirement Reserve               | 0                     | 0                        | 0                        | 0                     | 0                       | 0                        |
| Supp Retirement Program Trust          | 0                     | 10,000                   | 0                        | 0                     | 0                       | 10,000                   |
| <b>Total Retirement Funds</b>          | 0                     | 58,440,311               | 837,003                  | 10,200                | 0                       | 59,287,514               |
| <b>Revenue and Reserve Funds</b>       |                       |                          |                          |                       |                         |                          |
| Convention and Tourism                 | 0                     | 2,132,362                | 52,967                   | 0                     | 0                       | 2,185,329                |
| General Reserve                        | 0                     | 0                        | 0                        | 0                     | 0                       | 0                        |
| Sewer System Debt Proceeds             | 0                     | 0                        | 0                        | 0                     | 0                       | 0                        |
| Transportation Reserve                 | 0                     | 0                        | 0                        | 0                     | 0                       | 0                        |
| <b>Total Revenue and Reserve Funds</b> | 0                     | 2,132,362                | 52,967                   | 0                     | 0                       | 2,185,329                |
| <b>TOTAL ALL FUNDS</b>                 | <b>\$ 367,136,969</b> | <b>\$ 305,104,315</b>    | <b>\$ 119,781,210</b>    | <b>\$ 163,388,144</b> | <b>\$ 178,000</b>       | <b>\$ 955,588,638</b>    |

# Summary of Revenues by Fund – FY 1999–00

TABLE 7

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

|                                     | Property<br>Taxes  | Svc Charges,<br>Licenses, &<br>Permits | Other External<br>Revenue | Interfund<br>Revenues | Beginning<br>Balances | Total<br>Revenues  |
|-------------------------------------|--------------------|--|---------------------------|-----------------------|-----------------------|--------------------|
| <b>Operating Funds</b>              |                    |  |                           |                       |                       |                    |
| General Fund                        | 131,767,225        | 97,966,431                             | 33,523,161                | 63,194,058            | 22,926,321            | 349,377,196        |
| Spectator Facilities Fund           | 0                  | 4,030,680                              | 498,176                   | 0                     | 6,231,201             | 10,760,057         |
| Assessment Collection               | 0                  | 0                                      | 3,750                     | 0                     | 39,341                | 43,091             |
| Buildings                           | 0                  | 15,738,000                             | 2,229,000                 | 1,924,593             | 7,452,173             | 27,343,766         |
| Cable                               | 0                  | 798,321                                | 1,459,610                 | 426,419               | 677,831               | 3,362,181          |
| Emergency Communications            | 0                  | 50,000                                 | 4,913,172                 | 9,183,325             | 2,013,518             | 16,160,015         |
| Golf                                | 0                  | 5,540,800                              | 8,427,800                 | 0                     | 1,834,145             | 15,802,745         |
| Hydropower Operating                | 0                  | 0                                      | 600,500                   | 98,000                | 331,367               | 1,029,867          |
| Parking Facilities                  | 0                  | 9,047,624                              | 8,814,000                 | 652,628               | 26,963,637            | 45,477,889         |
| Portland International Raceway      | 0                  | 875,000                                | 8,000                     | 0                     | 120,710               | 1,003,710          |
| Property Management License         | 0                  | 2,766,247                              | 16,000                    | 0                     | 29,009                | 2,811,256          |
| Public Safety                       | 0                  | 0                                      | 70,000                    | 0                     | 1,416,321             | 1,486,321          |
| Refuse Disposal                     | 0                  | 1,983,109                              | 555,843                   | 17,393                | 4,435,972             | 6,992,317          |
| Sewage System Operating             | 0                  | 124,045,273                            | 901,661                   | 113,370,134           | 4,541,371             | 242,858,439        |
| Transportation Operating            | 0                  | 14,589,912                             | 51,543,176                | 50,199,175            | 17,942,946            | 134,275,209        |
| Water                               | 0                  | 62,486,183                             | 2,650,784                 | 34,981,043            | 24,243,442            | 124,361,452        |
| <b>Total Operating Funds</b>        | <b>131,767,225</b> | <b>339,917,580</b>                     | <b>116,214,633</b>        | <b>274,046,768</b>    | <b>121,199,305</b>    | <b>983,145,511</b> |
| <b>Internal Service Funds</b>       |                    |  |                           |                       |                       |                    |
| Communications Svcs Operating       | 0                  | 1,430,538                              | 204,000                   | 8,495,339             | 5,158,305             | 15,288,182         |
| Information Technology Fund         | 0                  | 0                                      | 468,699                   | 5,377,078             | 1,118,783             | 6,964,560          |
| Facilities Services                 | 0                  | 1,277,480                              | 2,664,787                 | 24,683,492            | 6,177,000             | 34,802,759         |
| Fleet Services Operating            | 0                  | 5,000                                  | 602,000                   | 16,707,486            | 11,697,461            | 29,011,947         |
| Health Insurance                    | 0                  | 21,935,002                             | 3,763,029                 | 0                     | 33,155,952            | 58,853,983         |
| Insurance and Claims Operating      | 0                  | 0                                      | 343,736                   | 6,086,041             | 6,838,651             | 13,268,428         |
| Printing/Distribution Services      | 0                  | 80,250                                 | 1,520,196                 | 5,321,390             | 724,000               | 7,645,836          |
| Workers' Compensation Operating     | 0                  | 0                                      | 681,613                   | 2,769,254             | 12,776,898            | 16,227,765         |
| <b>Total Internal Service Funds</b> | <b>0</b>           | <b>24,728,270</b>                      | <b>10,248,060</b>         | <b>69,440,080</b>     | <b>77,647,050</b>     | <b>182,063,460</b> |
| <b>Agency and Trust Funds</b>       |                    |  |                           |                       |                       |                    |
| Environmental Remediation           | 0                  | 1,194,187                              | 53,653                    | 0                     | 1,205,595             | 2,453,435          |
| Housing Investment                  | 0                  | 0                                      | 0                         | 8,034,262             | 67,373                | 8,101,635          |
| Hydropower Renewal & Replacement    | 0                  | 0                                      | 356,600                   | 0                     | 7,726,924             | 8,083,524          |
| Portland Parks Memorial Trust       | 0                  | 1,350,830                              | 186,450                   | 0                     | 2,954,431             | 4,491,711          |
| Sewer Revolving Loan                | 0                  | 400,000                                | 35,000                    | 200,000               | 1,445,708             | 2,080,708          |
| Sewer System Rate Stabilization     | 0                  | 0                                      | 646,071                   | 0                     | 13,339,206            | 13,985,277         |
| Sewer System Safety Net             | 0                  | 0                                      | 80,000                    | 0                     | 1,879,930             | 1,959,930          |
| Water Growth Impact Charge Trust    | 0                  | 0                                      | 69,588                    | 0                     | 1,391,751             | 1,461,339          |
| <b>Total Agency and Trust Funds</b> | <b>0</b>           | <b>2,945,017</b>                       | <b>1,427,362</b>          | <b>8,234,262</b>      | <b>30,010,918</b>     | <b>42,617,559</b>  |
| <b>Construction Funds</b>           |                    |  |                           |                       |                       |                    |
| Capital Improvement Fund            | 0                  | 0                                      | 0                         | 0                     | 204,133               | 204,133            |
| LID Construction Fund               | 0                  | 879,000                                | 22,750,600                | 210,698               | 690,391               | 24,530,689         |
| Parks Bond Construction             | 0                  | 0                                      | 103,346                   | 0                     | 5,168,057             | 5,271,403          |
| Parks Construction                  | 0                  | 892,000                                | 116,754                   | 2,077,000             | 322,700               | 3,408,454          |
| Sewer System Construction           | 0                  | 1,250,834                              | 4,235,379                 | 17,848,632            | 104,319,903           | 127,654,748        |
| Water Construction                  | 0                  | 1,496,180                              | 29,372,649                | 12,716,290            | 16,071,824            | 59,656,943         |
| <b>Total Construction Funds</b>     | <b>0</b>           | <b>4,518,014</b>                       | <b>56,578,728</b>         | <b>32,852,620</b>     | <b>126,777,008</b>    | <b>220,726,370</b> |
| <b>Debt Service Funds</b>           |                    |  |                           |                       |                       |                    |
| Airport Way Debt Service            | 6,214,395          | 0                                      | 20,274                    | 0                     | 519,408               | 6,754,077          |
| BFRES Facilities Bond Fund          | 0                  | 0                                      | 906,000                   | 0                     | 23,144,000            | 24,050,000         |
| Bancroft Bond                       | 0                  | 0                                      | 7,509,500                 | 0                     | 4,240,228             | 11,749,728         |

# Summary of Revenues by Fund – FY 1999–00

TABLE 7

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

|  | Property<br>Taxes     | Svc Charges,<br>Licenses, &<br>Permits | Other External<br>Revenue | Interfund<br>Revenues | Beginning<br>Balances | Total<br>Revenues      |
|--|-----------------------|--|---------------------------|-----------------------|-----------------------|------------------------|
| Bonded Debt Interest and Sinking       | 7,428,361             | 0                                      | 50,000                    | 0                     | 481,124               | 7,959,485              |
| Central Eastside Industrial Debt       | 3,559,936             | 0                                      | 20,000                    | 0                     | 0                     | 3,579,936              |
| Convention Center Area Debt Svc        | 5,412,064             | 0                                      | 25,000                    | 0                     | 0                     | 5,437,064              |
| Parking Facilities Debt Fund           | 0                     | 0                                      | 0                         | 354,000               | 0                     | 354,000                |
| Gas Tax Bond Redemption                | 0                     | 0                                      | 0                         | 786,887               | 0                     | 786,887                |
| Golf Revenue Bond                      | 0                     | 0                                      | 13,000                    | 292,000               | 232,845               | 537,845                |
| Governmental Bond Redemption           | 0                     | 0                                      | 0                         | 3,070,439             | 37,045                | 3,107,484              |
| Hydropower Bond                        | 0                     | 0                                      | 3,557,500                 | 200,000               | 4,186,943             | 7,944,443              |
| Lents Urban Renewal Debt Fund          | 611,844               | 0                                      | 11,600                    | 0                     | 0                     | 623,444                |
| Morrison Park East Bond                | 0                     | 0                                      | 16,570                    | 319,013               | 460,445               | 796,028                |
| Morrison Park West Bond                | 0                     | 0                                      | 14,167                    | 302,750               | 359,876               | 676,793                |
| Old Town Parking Bond                  | 0                     | 0                                      | 0                         | 657,502               | 9,538                 | 667,040                |
| River District Debt Fund               | 464,549               | 0                                      | 8,807                     | 0                     | 0                     | 473,356                |
| Parking Facilities Bond                | 0                     | 0                                      | 0                         | 0                     | 0                     | 0                      |
| Sewage Disposal Debt                   | 0                     | 0                                      | 100,000                   | 53,070,924            | 2,800,482             | 55,971,406             |
| South Park Renewal Debt Service        | 5,172,919             | 0                                      | 50,142                    | 0                     | 1,179,801             | 6,402,862              |
| Washington County Supply Bond          | 0                     | 1,794,108                              | 0                         | 188,025               | 1,380,679             | 3,362,812              |
| Water Bond Sinking                     | 0                     | 0                                      | 0                         | 11,543,758            | 19,495                | 11,563,253             |
| Waterfront Renewal Bond Sinking        | 11,885,746            | 0                                      | 213,563                   | 690,000               | 5,025,000             | 17,814,309             |
| <b>Total Debt Service Funds</b>        | <b>40,749,814</b>     | <b>1,794,108</b>                       | <b>12,516,123</b>         | <b>71,475,298</b>     | <b>44,076,909</b>     | <b>170,612,252</b>     |
| <b>Federal and State Funds</b>         |                       |  |                           |                       |                       |                        |
| Federal Grants                         | 0                     | 0                                      | 17,408,044                | 0                     | 0                     | 17,408,044             |
| Home Grant                             | 0                     | 0                                      | 4,576,000                 | 0                     | 0                     | 4,576,000              |
| Housing & Community Development        | 0                     | 117,200                                | 23,071,930                | 0                     | 0                     | 23,189,130             |
| <b>Total Federal and State Funds</b>   | <b>0</b>              | <b>117,200</b>                         | <b>45,055,974</b>         | <b>0</b>              | <b>0</b>              | <b>45,173,174</b>      |
| <b>Retirement Funds</b>                |                       |  |                           |                       |                       |                        |
| FPD&R                                  | 56,643,264            | 0                                      | 20,807,220                | 794,921               | 5,377,478             | 83,622,883             |
| FPD&R Retirement Reserve               | 0                     | 0                                      | 0                         | 0                     | 750,000               | 750,000                |
| Supp Retirement Program Trust          | 0                     | 0                                      | 16,000                    | 0                     | 333,664               | 349,664                |
| <b>Total Retirement Funds</b>          | <b>56,643,264</b>     | <b>0</b>                               | <b>20,823,220</b>         | <b>794,921</b>        | <b>6,461,142</b>      | <b>84,722,547</b>      |
| <b>Revenue and Reserve Funds</b>       |                       |  |                           |                       |                       |                        |
| Convention and Tourism                 | 0                     | 0                                      | 2,208,034                 | 0                     | 667                   | 2,208,701              |
| General Reserve                        | 0                     | 0                                      | 1,311,821                 | 0                     | 35,027,712            | 36,339,533             |
| Sewer System Debt Proceeds             | 0                     | 0                                      | 0                         | 0                     | 0                     | 0                      |
| Transportation Reserve                 | 0                     | 0                                      | 27,000                    | 0                     | 541,089               | 568,089                |
| <b>Total Revenue and Reserve Funds</b> | <b>0</b>              | <b>0</b>                               | <b>3,546,855</b>          | <b>0</b>              | <b>35,569,468</b>     | <b>39,116,323</b>      |
| <b>TOTAL ALL FUNDS</b>                 | <b>\$ 229,160,303</b> | <b>\$ 374,020,189</b>                  | <b>\$ 266,410,955</b>     | <b>\$ 456,843,949</b> | <b>\$ 441,741,800</b> | <b>\$1,768,177,196</b> |

# Tax Levy Computation

TABLE 9

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

|   | Total                 | General Fund<br>Tax Base | General<br>Obligation Debt | Fire & Police<br>Disability<br>& Retirement |
|---|-----------------------|--------------------------|----------------------------|---|
| <b>FISCAL YEAR 1999-00</b>  |                       |                          |                            |   |
| Total Budget Requirements   | 440,959,564           | 349,377,196              | 7,959,485                  | 83,622,883                                  |
| Less: Budgeted Resources, Except Taxes To Be Levied                   | (250,907,083)         | (221,771,340)            | (656,124)                  | (28,479,619)                                |
| <b>Total Equals: Taxes Necessary To Balance</b>                       | <b>190,052,481</b>    | <b>127,536,748</b>       | <b>7,303,361</b>           | <b>55,143,264</b>                           |
| Add: Taxes Estimated Not To Be Received Due To Delinquency & Discount | 10,104,434            | 6,783,155                | 388,436                    | 2,932,843                                   |
| <b>Total Equals: Estimated (Measure 50) Levy Receivable</b>           | <b>200,156,915</b>    | <b>134,319,903</b>       | <b>7,691,797</b>           | <b>58,076,107</b>                           |
| Add: Estimated Measure 5/50 Levy Compression                          | 3,808,387             | 2,658,796                | 0                          | 1,149,591                                   |
| <b>Total Taxes To Be Levied</b>                                       | <b>203,965,302</b>    | <b>136,978,699</b>       | <b>7,691,797</b>           | <b>59,225,698</b>                           |
| <b>Legal Basis of Taxes To Be Levied</b>                              |                       |                          |                            |   |
| Permanent Rate Limit Levy-Subject to \$10 Limit                       | 136,978,699           | 136,978,699              | 0                          | 0   |
| Local Option Operating tax  | 0                     | 0                        | 0                          | 0   |
| Local Option capital construction tax                                 | 0                     | 0                        | 0                          | 0   |
| Levy for gap bonds  | 0                     | 0                        | 0                          | 0   |
| Levy for Pension & Disability Obligations                             | 59,225,698            | 0                        | 0                          | 59,225,698                                  |
| Levy For Bonded Indebtedness  | 7,691,797             | 0                        | 7,691,797                  | 0   |
| <b>TOTAL TAXES TO BE LEVIED</b>                                       | <b>\$ 203,965,302</b> | <b>\$ 136,978,699</b>    | <b>\$ 7,691,797</b>        | <b>\$ 59,225,698</b>                        |
| <b>FISCAL YEAR 1998-99</b>  |                       |                          |                            |   |
| Total Budget Requirements   | 420,438,583           | 333,756,340              | 6,252,821                  | 80,429,422                                  |
| Less: Budgeted Resources, Except Taxes To Be Levied                   | (238,385,691)         | (212,567,422)            | (752,821)                  | (25,065,448)                                |
| <b>Total Equals: Taxes Necessary To Balance Budget</b>                | <b>182,052,892</b>    | <b>121,188,918</b>       | <b>5,500,000</b>           | <b>55,363,974</b>                           |
| Add: Taxes Estimated Not To Be Received Due To Delinquency & Discount | 10,229,419            | 6,809,517                | 309,041                    | 3,110,861                                   |
| <b>Total Equals: Estimated Measure 5: Levy Receivable</b>             | <b>192,282,311</b>    | <b>127,998,435</b>       | <b>5,809,041</b>           | <b>58,474,835</b>                           |
| Add: Estimated Measure 50 Levy Loss                                   | 1,265,543             | 868,690                  | 0                          | 396,853                                     |
| <b>Total Taxes To Be Levied</b>                                       | <b>193,547,854</b>    | <b>128,867,125</b>       | <b>5,809,041</b>           | <b>58,871,688</b>                           |
| <b>Legal Basis of Taxes to be Levied</b>                              |                       |                          |                            |   |
| Permanent Rate Limit Levy-Subject to \$10 Limit                       | 128,867,125           | 128,867,125              | 0                          | 0   |
| Local Option Operating tax  | 0                     | 0                        | 0                          | 0   |
| Local Option Capital Construction Tax                                 | 0                     | 0                        | 0                          | 0   |
| Levy for Gap Bonds  | 0                     | 0                        | 0                          | 0   |
| Levy for Pension & Disability Obligations                             | 58,871,688            | 0                        | 0                          | 58,871,688                                  |
| Levy For Bonded Indebtedness  | 5,809,041             | 0                        | 5,809,041                  | 0   |
| <b>TOTAL TAXES TO BE LEVIED</b>                                       | <b>\$ 193,547,854</b> | <b>\$ 128,867,125</b>    | <b>\$ 5,809,041</b>        | <b>\$ 58,871,688</b>                        |

## Urban Renewal Certification

**TABLE 9**

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

| <b>Tax Increment Authority<br/>for FY 1999-00 by Plan Area</b> | <b>Is This An<br/>Existing District</b> | <b>Option<br/>Selected</b> | <b>Max. to Collect<br/>All Methods</b> | <b>Amount of<br/>Special Levy</b> | <b>Max. to Collect<br/>Division of Tax</b> |
|--|---|----------------------------|--|-----------------------------------|--|
| Downtown Waterfront District                                   | Yes                                     | Option No. 3               | 12,960,000                             | 5,250,000                         | 7,710,000                                  |
| South Park Blocks  | Yes                                     | Option No. 3               | 5,660,000                              | No Special Levy                   | 5,660,000                                  |
| Central Eastside   | Yes                                     | Option No. 1               | 3,890,185                              | No Special Levy                   | 3,890,185                                  |
| Lents Town Center District                                     | No, NEW                                 | Option No. 1               | 674,989                                | No Special Levy                   | 674,989                                    |
| River District   | No, NEW                                 | Option No. 1               | 512,493                                | No Special Levy                   | 512,493                                    |
| Airport Way  | Yes                                     | Option No. 3               | 6,790,000                              | 4,250,000                         | 2,540,000                                  |
| Convention Center  | Yes                                     | Option No. 3               | 5,740,000                              | No Special Levy                   | 5,740,000                                  |
| <b>TOTAL CERTIFIED FOR COLLECTION</b>                          |   |                            | <b>\$ 36,227,667</b>                   | <b>\$ 9,500,000</b>               | <b>\$ 26,727,667</b>                       |

# Appropriation Schedule – FY 1999–00

TABLE 10

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

Continued in Table C.

|                                   | Bureau<br>Program<br>Expenses | Fund Requirements |                                |                    |                       | Total<br>Appropriation |
|-----------------------------------|-------------------------------|-------------------|--------------------------------|--------------------|-----------------------|------------------------|
|                                   |                               | Contingency       | Interfund<br>Cash<br>Transfers | Debt<br>Retirement | Inventory<br>Increase |                        |
| GENERAL FUND                      |                               |                   |                                |                    |                       |                        |
| City Attorney                     | 4,370,120                     | 0                 | 0                              | 0                  | 0                     | 4,370,120              |
| City Auditor                      | 5,205,262                     | 0                 | 0                              | 0                  | 0                     | 5,205,262              |
| Cable Communications              | 1,717,565                     | 0                 | 0                              | 0                  | 0                     | 1,717,565              |
| Commissioner of Public Utilities  | 624,589                       | 0                 | 0                              | 0                  | 0                     | 624,589                |
| Commissioner of Public Works      | 632,414                       | 0                 | 0                              | 0                  | 0                     | 632,414                |
| Commissioner of Public Affairs    | 624,561                       | 0                 | 0                              | 0                  | 0                     | 624,561                |
| Commissioner of Public Safety     | 624,399                       | 0                 | 0                              | 0                  | 0                     | 624,399                |
| Community Development             | 8,173,692                     | 0                 | 0                              | 0                  | 0                     | 8,173,692              |
| Energy Office                     | 953,906                       | 0                 | 0                              | 0                  | 0                     | 953,906                |
| Finance and Administration        | 26,613,511                    | 0                 | 0                              | 0                  | 0                     | 26,613,511             |
| Fire, Rescue & Emergency Service  | 61,145,020                    | 0                 | 0                              | 0                  | 0                     | 61,145,020             |
| BGS-Admin                         | 1,426,900                     | 0                 | 0                              | 0                  | 0                     | 1,426,900              |
| Government Relations              | 674,523                       | 0                 | 0                              | 0                  | 0                     | 674,523                |
| Licenses                          | 3,214,814                     | 0                 | 55,850                         | 0                  | 0                     | 3,270,664              |
| Mayor                             | 1,356,165                     | 0                 | 0                              | 0                  | 0                     | 1,356,165              |
| Neighborhood Involvement          | 4,076,327                     | 0                 | 0                              | 0                  | 0                     | 4,076,327              |
| Parks Division                    | 37,968,618                    | 0                 | 13,984                         | 0                  | 0                     | 37,982,602             |
| Planning                          | 10,631,401                    | 0                 | 0                              | 0                  | 0                     | 10,631,401             |
| Police                            | 111,453,400                   | 0                 | 0                              | 0                  | 0                     | 111,453,400            |
| Purchases                         | 2,798,080                     | 0                 | 0                              | 0                  | 0                     | 2,798,080              |
| <b>Total General Fund Bureaus</b> | <b>284,285,267</b>            | <b>0</b>          | <b>69,834</b>                  | <b>0</b>           | <b>0</b>              | <b>284,355,101</b>     |
| Special Appropriations            |                               |                   |                                |                    |                       |                        |
| Public Safety                     |                               |                   |                                |                    |                       |                        |
| Justice Council                   | 27,920                        | 0                 | 0                              | 0                  | 0                     | 27,920                 |
| Regional Drug Initiative          | 145,561                       | 0                 | 0                              | 0                  | 0                     | 145,561                |
| Regional Drug Initiative          | 27,710                        | 0                 | 0                              | 0                  | 0                     | 27,710                 |
| Parks & Recreation                |                               |                   |                                |                    |                       |                        |
| Cultural Tourism                  | 200,000                       | 0                 | 0                              | 0                  | 0                     | 200,000                |
| MERC/PCPA                         | 670,084                       | 0                 | 0                              | 0                  | 0                     | 670,084                |
| Oregon Historical Society         | 35,000                        | 0                 | 0                              | 0                  | 0                     | 35,000                 |
| Regional Arts & Culture Comm      | 2,661,623                     | 0                 | 0                              | 0                  | 0                     | 2,661,623              |
| Community Development             |                               |                   |                                |                    |                       |                        |
| Block by Block Weatherization     | 203,899                       | 0                 | 0                              | 0                  | 0                     | 203,899                |
| Civil Rights Fair Housing Council | 45,456                        | 0                 | 0                              | 0                  | 0                     | 45,456                 |
| Civil Rights Mediation            | 50,000                        | 0                 | 0                              | 0                  | 0                     | 50,000                 |
| Clean & Safe (EID)                | 18,323                        | 0                 | 0                              | 0                  | 0                     | 18,323                 |
| Downtown Services                 | 848,845                       | 0                 | 0                              | 0                  | 0                     | 848,845                |
| Endangered Species Act            | 724,089                       | 0                 | 0                              | 0                  | 0                     | 724,089                |
| Millennium Celebration            | 50,000                        | 0                 | 0                              | 0                  | 0                     | 50,000                 |
| PDC - 2040                        | 1,043,400                     | 0                 | 0                              | 0                  | 0                     | 1,043,400              |
| PDC 2040 Implementation           | 521,648                       | 0                 | 0                              | 0                  | 0                     | 521,648                |
| PDC Business Development          | 466,866                       | 0                 | 0                              | 0                  | 0                     | 466,866                |
| PDC Business Districts            | 54,015                        | 0                 | 0                              | 0                  | 0                     | 54,015                 |
| PDC Business Retention            | 100,000                       | 0                 | 0                              | 0                  | 0                     | 100,000                |
| PDC NE Workforce Center           | 105,833                       | 0                 | 0                              | 0                  | 0                     | 105,833                |
| PDC Targeted Industry Jobs        | 119,244                       | 0                 | 0                              | 0                  | 0                     | 119,244                |
| PDC Waterfront Devel Activities   | 479,657                       | 0                 | 0                              | 0                  | 0                     | 479,657                |
| Portland Area Schools             | 4,000,000                     | 0                 | 0                              | 0                  | 0                     | 4,000,000              |

# Appropriation Schedule – FY 1999–00

TABLE 10

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

|   | Bureau<br>Program<br>Expenses | Fund Requirements   |                                |                    |                       | Total<br>Appropriation |
|---|-------------------------------|---------------------|--------------------------------|--------------------|-----------------------|------------------------|
|   |                               | Contingency         | Interfund<br>Cash<br>Transfers | Debt<br>Retirement | Inventory<br>Increase |                        |
| Schools Land Acquisition                | 1,933,000                     | 0                   | 0                              | 0                  | 0                     | 1,933,000              |
| <b>Legislative &amp; Administration</b> |                               |                     |                                |                    |                       |                        |
| Business License Refunds                | 3,935,438                     | 0                   | 0                              | 0                  | 0                     | 3,935,438              |
| City Membership and Dues                | 281,723                       | 0                   | 0                              | 0                  | 0                     | 281,723                |
| Compensation Adjustments                | 3,332,208                     | 0                   | 0                              | 0                  | 0                     | 3,332,208              |
| Council Emergency Funds                 | 7,096                         | 0                   | 0                              | 0                  | 0                     | 7,096                  |
| DCTU                                    | 450,000                       | 0                   | 0                              | 0                  | 0                     | 450,000                |
| Employee Suggestion Program             | 31,440                        | 0                   | 0                              | 0                  | 0                     | 31,440                 |
| Employee Transit Program                | 139,888                       | 0                   | 0                              | 0                  | 0                     | 139,888                |
| Innovations Fund                        | 180,788                       | 0                   | 0                              | 0                  | 0                     | 180,788                |
| IRS Rebate                              | 93,600                        | 0                   | 0                              | 0                  | 0                     | 93,600                 |
| ITSP Capital                            | 54,000                        | 0                   | 0                              | 0                  | 0                     | 54,000                 |
| Leaders Roundtable                      | 10,137                        | 0                   | 0                              | 0                  | 0                     | 10,137                 |
| Management Council                      | 5,528                         | 0                   | 0                              | 0                  | 0                     | 5,528                  |
| Unemployment Insurance                  | 200,000                       | 0                   | 0                              | 0                  | 0                     | 200,000                |
| <b>Total Special Appropriations</b>     | 23,254,019                    | 0                   | 0                              | 0                  | 0                     | 23,254,019             |
| <b>Total Fund Requirements</b>          | 0                             | 8,321,962           | 33,446,114                     | 0                  | 0                     | 41,768,076             |
| <b>TOTAL GENERAL FUND</b>               | <b>\$ 307,539,286</b>         | <b>\$ 8,321,962</b> | <b>\$ 33,515,948</b>           | <b>\$ 0</b>        | <b>\$ 0</b>           | <b>\$ 349,377,196</b>  |
| <b>OPERATING FUNDS</b>                  |                               |                     |                                |                    |                       |                        |
| Spectator Facilities Fund               | 1,139,464                     | 5,924,943           | 464,558                        | 3,231,092          | 0                     | 10,760,057             |
| Assessment Collection                   | 0                             | 42,641              | 450                            | 0                  | 0                     | 43,091                 |
| Buildings                               | 23,712,498                    | 1,558,623           | 767,515                        | 0                  | 0                     | 26,038,636             |
| Cable                                   | 2,850,600                     | 25,254              | 14,882                         | 0                  | 0                     | 2,890,736              |
| Emergency Communications                | 13,230,303                    | 359,360             | 351,627                        | 0                  | 0                     | 13,941,290             |
| Golf                                    | 8,341,453                     | 7,004,451           | 456,841                        | 0                  | 0                     | 15,802,745             |
| Hydropower Operating                    | 518,742                       | 202,606             | 308,519                        | 0                  | 0                     | 1,029,867              |
| Parking Facilities                      | 10,556,799                    | 12,782,093          | 21,838,997                     | 300,000            | 0                     | 45,477,889             |
| Portland International Raceway          | 908,567                       | 37,150              | 57,993                         | 0                  | 0                     | 1,003,710              |
| Property Management License             | 2,782,247                     | 29,009              | 0                              | 0                  | 0                     | 2,811,256              |
| Public Safety                           | 1,016,170                     | 238,164             | 231,987                        | 0                  | 0                     | 1,486,321              |
| Refuse Disposal                         | 2,245,549                     | 4,278,527           | 468,241                        | 0                  | 0                     | 6,992,317              |
| Sewage System Operating                 | 161,115,924                   | 5,659,045           | 76,083,470                     | 0                  | 0                     | 242,858,439            |
| Transportation Operating                | 118,959,412                   | 11,630,458          | 3,585,339                      | 0                  | 100,000               | 134,275,209            |
| Water                                   | 80,042,558                    | 15,071,998          | 28,597,559                     | 609,337            | 40,000                | 124,361,452            |
| <b>Total Operating Funds</b>            | 427,420,286                   | 64,844,322          | 133,227,978                    | 4,140,429          | 140,000               | 629,773,015            |
| <b>Internal Service Funds</b>           |                               |                     |                                |                    |                       |                        |
| Communications Svcs Operating           | 9,195,009                     | 5,262,821           | 255,455                        | 574,897            | 0                     | 15,288,182             |
| Information Technology Fund             | 5,692,314                     | 1,030,124           | 203,091                        | 39,031             | 0                     | 6,964,560              |
| Facilities Services                     | 18,270,345                    | 5,780,764           | 783,032                        | 9,968,618          | 0                     | 34,802,759             |
| Fleet Services Operating                | 18,099,294                    | 1,572,087           | 492,466                        | 78,954             | 0                     | 20,242,801             |
| Health Insurance                        | 26,564,331                    | 32,121,189          | 168,463                        | 0                  | 0                     | 58,853,983             |
| Insurance and Claims Operating          | 5,472,738                     | 7,650,779           | 144,911                        | 0                  | 0                     | 13,268,428             |
| Printing/Distribution Services          | 6,727,014                     | 652,892             | 265,930                        | 0                  | 0                     | 7,645,836              |
| Workers' Compensation Operating         | 4,578,093                     | 11,532,266          | 117,406                        | 0                  | 0                     | 16,227,765             |
| <b>Total Internal Service Funds</b>     | 94,599,138                    | 65,602,922          | 2,430,754                      | 10,661,500         | 0                     | 173,294,314            |
| <b>Agency and Trust Funds</b>           |                               |                     |                                |                    |                       |                        |
| Environmental Remediation               | 635,036                       | 21,844              | 19,340                         | 1,177,215          | 0                     | 1,853,435              |
| Housing Investment                      | 7,924,709                     | 166,926             | 10,000                         | 0                  | 0                     | 8,101,635              |



# Appropriation Schedule – FY 1999–00

TABLE 10

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

|                                      | Bureau<br>Program<br>Expenses | Fund Requirements |                                |                    |                       | Total<br>Appropriation |
|--------------------------------------|-------------------------------|-------------------|--------------------------------|--------------------|-----------------------|------------------------|
|                                      |                               | Contingency       | Interfund<br>Cash<br>Transfers | Debt<br>Retirement | Inventory<br>Increase |                        |
| Hydropower Renewal & Replacement     | 0                             | 7,833,524         | 250,000                        | 0                  | 0                     | 8,083,524              |
| Portland Parks Memorial Trust        | 1,560,192                     | 2,905,210         | 0                              | 0                  | 0                     | 4,465,402              |
| Sewer Revolving Loan                 | 600,000                       | 1,480,708         | 0                              | 0                  | 0                     | 2,080,708              |
| Sewer System Rate Stabilization      | 0                             | 6,010,277         | 7,975,000                      | 0                  | 0                     | 13,985,277             |
| Sewer System Safety Net              | 1,959,930                     | 0                 | 0                              | 0                  | 0                     | 1,959,930              |
| Water Growth Impact Charge Trust     | 0                             | 0                 | 0                              | 0                  | 0                     | 0                      |
| <b>Total Agency and Trust Funds</b>  | <b>12,679,867</b>             | <b>18,418,489</b> | <b>8,254,340</b>               | <b>1,177,215</b>   | <b>0</b>              | <b>40,529,911</b>      |
| <b>Construction Funds</b>            |                               |                   |                                |                    |                       |                        |
| BFRES Facilities Bond Fund           | 5,145,960                     | 17,576,040        | 1,328,000                      | 0                  | 0                     | 24,050,000             |
| Capital Improvement Fund             | 0                             | 0                 | 52,475                         | 0                  | 0                     | 52,475                 |
| LID Construction Fund                | 11,171,462                    | 232,506           | 4,126,721                      | 9,000,000          | 0                     | 24,530,689             |
| Parks Bond Construction              | 5,233,356                     | 13,047            | 25,000                         | 0                  | 0                     | 5,271,403              |
| Parks Construction                   | 2,938,950                     | 449,250           | 5,454                          | 0                  | 0                     | 3,393,654              |
| Sewer System Construction            | 0                             | 25,099,135        | 102,555,613                    | 0                  | 0                     | 127,654,748            |
| Water Construction                   | 0                             | 4,578,420         | 30,522,802                     | 0                  | 0                     | 35,101,222             |
| <b>Total Construction Funds</b>      | <b>24,489,728</b>             | <b>47,948,398</b> | <b>138,616,065</b>             | <b>9,000,000</b>   | <b>0</b>              | <b>220,054,191</b>     |
| <b>Debt Service Funds</b>            |                               |                   |                                |                    |                       |                        |
| Airport Way Debt Service             | 0                             | 0                 | 0                              | 6,277,046          | 0                     | 6,277,046              |
| Bancroft Bond                        | 0                             | 0                 | 0                              | 7,906,320          | 0                     | 7,906,320              |
| Bonded Debt Interest and Sinking     | 0                             | 0                 | 0                              | 7,959,485          | 0                     | 7,959,485              |
| Central Eastside Industrial Debt     | 0                             | 0                 | 0                              | 3,579,936          | 0                     | 3,579,936              |
| Convention Center Area Debt Svc      | 0                             | 0                 | 0                              | 5,437,064          | 0                     | 5,437,064              |
| Parking Facilities Debt Fund         | 0                             | 0                 | 0                              | 354,000            | 0                     | 354,000                |
| Gas Tax Bond Redemption              | 0                             | 0                 | 0                              | 786,887            | 0                     | 786,887                |
| Golf Revenue Bond                    | 0                             | 0                 | 0                              | 304,615            | 0                     | 304,615                |
| Governmental Bond Redemption         | 10,000                        | 0                 | 0                              | 3,060,439          | 0                     | 3,070,439              |
| Hydropower Bond                      | 0                             | 0                 | 0                              | 3,735,662          | 0                     | 3,735,662              |
| Lents Urban Renewal Debt Fund        | 0                             | 0                 | 0                              | 623,444            | 0                     | 623,444                |
| Morrison Park East Bond              | 0                             | 0                 | 0                              | 406,150            | 0                     | 406,150                |
| Morrison Park West Bond              | 0                             | 0                 | 0                              | 343,445            | 0                     | 343,445                |
| Old Town Parking Bond                | 0                             | 0                 | 0                              | 667,040            | 0                     | 667,040                |
| Parking Facilities Bond              | 0                             | 0                 | 0                              | 0                  | 0                     | 0                      |
| River District Debt Fund             | 0                             | 0                 | 0                              | 473,356            | 0                     | 473,356                |
| Sewage Disposal Debt                 | 0                             | 0                 | 0                              | 53,071,633         | 0                     | 53,071,633             |
| South Park Renewal Debt Service      | 0                             | 0                 | 0                              | 5,223,061          | 0                     | 5,223,061              |
| Washington County Supply Bond        | 0                             | 0                 | 0                              | 1,880,245          | 0                     | 1,880,245              |
| Water Bond Sinking                   | 0                             | 0                 | 0                              | 11,543,759         | 0                     | 11,543,759             |
| Waterfront Renewal Bond Sinking      | 15,000                        | 0                 | 0                              | 14,449,309         | 0                     | 14,464,309             |
| <b>Total Debt Service Funds</b>      | <b>25,000</b>                 | <b>0</b>          | <b>0</b>                       | <b>128,082,896</b> | <b>0</b>              | <b>128,107,896</b>     |
| <b>Federal and State Funds</b>       |                               |                   |                                |                    |                       |                        |
| Federal Grants                       | 0                             | 0                 | 17,408,044                     | 0                  | 0                     | 17,408,044             |
| Home Grant                           | 4,532,568                     | 43,432            | 0                              | 0                  | 0                     | 4,576,000              |
| Housing & Community Development      | 22,829,922                    | 43,789            | 315,419                        | 0                  | 0                     | 23,189,130             |
| <b>Total Federal and State Funds</b> | <b>27,362,490</b>             | <b>87,221</b>     | <b>17,723,463</b>              | <b>0</b>           | <b>0</b>              | <b>45,173,174</b>      |
| <b>Retirement Funds</b>              |                               |                   |                                |                    |                       |                        |
| FPD&R                                | 59,277,514                    | 3,766,184         | 79,185                         | 20,500,000         | 0                     | 83,622,883             |

# Appropriation Schedule – FY 1999–00

TABLE 10

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

|  | Bureau<br>Program<br>Expenses | Fund Requirements     |                                |                       |                       | Total<br>Appropriation  |
|--|-------------------------------|-----------------------|--------------------------------|-----------------------|-----------------------|-------------------------|
|  |                               | Contingency           | Interfund<br>Cash<br>Transfers | Debt<br>Retirement    | Inventory<br>Increase |                         |
| FPD&R Retirement Reserve               | 0                             | 0                     | 750,000                        | 0                     | 0                     | 750,000                 |
| Supp Retirement Program Trust          | 10,000                        | 0                     | 0                              | 0                     | 0                     | 10,000                  |
| <b>Total Retirement Funds</b>          | <b>59,287,514</b>             | <b>3,766,184</b>      | <b>829,185</b>                 | <b>20,500,000</b>     | <b>0</b>              | <b>84,382,883</b>       |
| <b>Revenue and Reserve Funds</b>       |                               |                       |                                |                       |                       |                         |
| Convention and Tourism                 | 2,185,329                     | 16,363                | 7,009                          | 0                     | 0                     | 2,208,701               |
| General Reserve                        | 0                             | 34,059,536            | 2,279,997                      | 0                     | 0                     | 36,339,533              |
| Sewer System Debt Proceeds             | 0                             | 0                     | 0                              | 0                     | 0                     | 0                       |
| Transportation Reserve                 | 0                             | 568,089               | 0                              | 0                     | 0                     | 568,089                 |
| <b>Total Revenue and Reserve Funds</b> | <b>2,185,329</b>              | <b>34,643,988</b>     | <b>2,287,006</b>               | <b>0</b>              | <b>0</b>              | <b>39,116,323</b>       |
| <b>TOTAL ALL FUNDS</b>                 | <b>\$ 955,588,638</b>         | <b>\$ 243,633,486</b> | <b>\$ 336,884,739</b>          | <b>\$ 173,562,040</b> | <b>\$ 140,000</b>     | <b>\$ 1,709,808,903</b> |

# Historical Funds and Appropriations

TABLE 11

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

|   | Actual<br>FY 1996-97  | Actual<br>FY 1997-98  | Revised<br>FY 1998-99 | Adopted<br>FY 1999-00 |
|---|-----------------------|-----------------------|-----------------------|-----------------------|
| <b>HISTORICAL FUNDS</b>                           |                       |                       |                       |                       |
| St. Johns Riverfront Bond Redemption              | 14,065                | 0                     | 0                     | 0                     |
| Autoport (merged into Parking Facilities 159)     | 3,511,528             | 3,576,255             | 0                     | 0                     |
| Fire & Police Disab.& Retire. Supp.               | 82,415,779            | 85,705,432            | 0                     | 0                     |
| Fire & Police Disab.& Retire. Supp.- Debt Service | 82,524,964            | 21,943,080            | 0                     | 0                     |
| <b>Total Historical Funds</b>                     | <b>168,466,336</b>    | <b>111,224,767</b>    | <b>0</b>              | <b>0</b>              |
| <b>HISTORICAL SPECIAL APPROPRIATIONS</b>          |                       |                       |                       |                       |
| <b>General Fund</b>                               |                       |                       |                       |                       |
| Fire Study  | 42,179                | 0                     | 0                     | 0                     |
| Livable Cities                                    | 353,760               | 0                     | 0                     | 0                     |
| EID Assessments                                   | 31,010                | 0                     | 0                     | 0                     |
| Workforce Opportunities                           | 299,780               | 0                     | 0                     | 0                     |
| School Police                                     | 1,624,000             | 0                     | 0                     | 0                     |
| Stadium Study                                     | 5,000                 | 0                     | 0                     | 0                     |
| Portland Area Schools                             | 8,686,029             | 0                     | 0                     | 0                     |
| Neighborsafe                                      | 30,000                | 0                     | 0                     | 0                     |
| Safety Net Severance                              | 0                     | 50,000                | 0                     | 0                     |
| Outer SE Projects                                 | 0                     | 400,000               | 0                     | 0                     |
| Graffiti Removal                                  | 0                     | 0                     | 280,069               | 0                     |
| North Macadam Development                         | 0                     | 0                     | 156,000               | 0                     |
| Regional Drug Initiative - Portland 98            | 0                     | 0                     | 180,574               | 0                     |
| Regional Drug Initiative - Gresham 98             | 0                     | 0                     | 43,478                | 0                     |
| Neighborhood Seed Fund                            | 0                     | 0                     | 134,000               | 0                     |
| OMSI  | 0                     | 0                     | 325,000               | 0                     |
| Lents Development - PDC                           | 512,880               | 476,793               | 467,566               | 0                     |
| <b>Total Historical Special Appropriations</b>    | <b>11,584,638</b>     | <b>926,793</b>        | <b>1,586,687</b>      | <b>0</b>              |
| <b>TOTAL HISTORICAL FUNDS AND APPROPRIATIONS</b>  | <b>\$ 180,050,974</b> | <b>\$ 112,151,560</b> | <b>\$ 1,586,687</b>   | <b>\$ 0</b>           |

|                                 | Actual<br>FY 1996–97 | Actual<br>FY 1997–98 | Revised<br>FY 1998–99 | Approved<br>FY 1999–00 | Adopted<br>FY 1999–00 |
|---------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>RESOURCES</b>                |                      |                      |                       |                        |                       |
| <b>External Revenues</b>        |                      |                      |                       |                        |                       |
| <b>Property Taxes</b>           |                      |                      |                       |                        |                       |
| Current Property Taxes          | 126,412,832          | 115,963,993          | 121,188,918           | 127,605,856            | 127,605,856           |
| Payments In Lieu of Taxes       | 600,565              | 500,394              | 537,942               | 511,937                | 511,937               |
| Prior Year Property Taxes       | 3,834,948            | 4,035,277            | 3,766,381             | 3,718,540              | 3,718,540             |
|                                 | 130,848,345          | 120,499,664          | 125,493,241           | 131,836,333            | 131,836,333           |
| <b>Lodging Taxes</b>            |                      |                      |                       |                        |                       |
|                                 | 9,277,215            | 9,802,252            | 10,158,649            | 10,794,799             | 10,794,799            |
| <b>Licenses and Permits</b>     |                      |                      |                       |                        |                       |
| Business Licenses               | 45,634,066           | 50,595,486           | 48,840,073            | 50,521,890             | 50,521,890            |
| Construction Permits            | 1,040,231            | 1,135,374            | 948,300               | 977,300                | 977,300               |
| Other Permits                   | 1,050,393            | 1,138,235            | 805,513               | 565,800                | 565,800               |
| Public Utility Licenses         | 29,668,222           | 30,857,704           | 31,218,062            | 31,671,233             | 31,671,233            |
|                                 | 77,392,912           | 83,726,799           | 81,811,948            | 83,736,223             | 83,736,223            |
| <b>Service Charges and Fees</b> |                      |                      |                       |                        |                       |
| Concessions                     | 0                    | 0                    | 3,700                 | 2,200                  | 2,200                 |
| Inspection Fees                 | 9,330                | 21,623               | 1,597,590             | 1,492,238              | 1,492,238             |
| Miscellaneous                   | 4,592,796            | 4,892,148            | 4,970,444             | 5,118,944              | 5,118,944             |
| Parking Fees                    | 8,941                | 11,358               | 5,000                 | 5,000                  | 5,000                 |
| Parks & Recreation Facilities   | 3,819,727            | 4,348,720            | 4,517,728             | 5,561,103              | 5,561,103             |
| Rents and Reimbursements        | 786,215              | 680,839              | 640,143               | 711,183                | 711,183               |
|                                 | 9,217,009            | 9,954,688            | 11,734,605            | 12,890,668             | 12,890,668            |
| <b>State Sources</b>            |                      |                      |                       |                        |                       |
| State Cost Sharing              | 2,500                | 12,073               | 70,000                | 25,000                 | 25,000                |
| State Shared Revenue            | 8,485,406            | 8,915,156            | 7,988,357             | 8,706,698              | 8,706,698             |
|                                 | 8,487,906            | 8,927,229            | 8,058,357             | 8,731,698              | 8,731,698             |
| <b>Local Sources</b>            |                      |                      |                       |                        |                       |
| City Overhead Charges           | 292,963              | 63,140               | 136,005               | 236,162                | 236,162               |
| Local Cost Sharing              | 2,476,210            | 2,803,081            | 4,407,782             | 4,296,766              | 4,296,766             |
| Local Shared Revenue            | 1,347,802            | 1,768,368            | 1,789,501             | 1,695,519              | 1,695,519             |
| Locally Administered Fed Funds  | 107,162              | 144,625              | 212,203               | 119,847                | 119,847               |
| Multnomah County Cost Sharing   | 830,995              | 941,216              | 1,347,062             | 1,214,608              | 1,214,608             |
|                                 | 5,055,132            | 5,720,430            | 7,892,553             | 7,562,902              | 7,562,902             |
| <b>Miscellaneous Revenues</b>   |                      |                      |                       |                        |                       |
| Bond and Note Sales             | 0                    | 0                    | 0                     | 100,000                | 100,000               |
| Interest Earned                 | 2,757,169            | 3,202,289            | 2,223,898             | 2,490,156              | 2,490,156             |
| Loan Repayments                 | 17,162               | 13,080               | 0                     | 0                      | 0                     |
| Other Miscellaneous             | 1,590,345            | 1,361,703            | 4,093,843             | 3,126,693              | 3,126,693             |
| Private Grants/Donations        | 249,395              | 89,150               | 15,500                | 5,500                  | 5,500                 |
| Refunds                         | 173,706              | 211,455              | 161,380               | 142,440                | 142,440               |
| Sale of Capital Assets          | 260,283              | 0                    | 0                     | 0                      | 0                     |
| Sales Miscellaneous             | 76,506               | 66,627               | 44,700                | 67,740                 | 67,740                |
|                                 | 5,124,566            | 4,944,304            | 6,539,321             | 5,932,529              | 5,932,529             |
| <b>Total External Revenues</b>  | <b>245,403,085</b>   | <b>243,575,366</b>   | <b>251,688,674</b>    | <b>261,485,152</b>     | <b>261,485,152</b>    |
| <b>Internal Revenues</b>        |                      |                      |                       |                        |                       |
| <b>Overhead Cash Transfers</b>  |                      |                      |                       |                        |                       |
| Arena/Coliseum Operating Fund   | 158,467              | 106,538              | 125,706               | 20,473                 | 20,473                |
| Assessment Collection Fund      | 423                  | 376                  | 782                   | 492                    | 492                   |
| Auto Port Fund                  | 10,129               | 6,085                | 0                     | 0                      | 0                     |
| Buildings Operating Fund        | 655,519              | 694,020              | 687,372               | 770,519                | 770,519               |
| Cable Fund                      | 0                    | 4,411                | 14,011                | 15,636                 | 15,636                |
| Communications Services Fund    | 158,023              | 200,112              | 225,900               | 263,691                | 263,691               |
| Computer Services Fund          | 147,825              | 202,684              | 227,604               | 234,019                | 234,019               |

|   | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Convention and Tourism Fund             | 6,166                | 4,429                | 5,770                 | 6,805                  | 6,805                 |
| Emergency Communications Fund           | 319,296              | 253,300              | 320,534               | 356,880                | 356,880               |
| Environmental Remediation Fund          | 4,721                | 7,194                | 7,648                 | 9,253                  | 9,253                 |
| Fleet Services Fund                     | 444,433              | 616,295              | 634,321               | 503,273                | 503,273               |
| FPD&R Fund                              | 69,107               | 27,238               | 70,541                | 81,568                 | 81,568                |
| Golf Fund                               | 157,641              | 134,322              | 169,464               | 167,377                | 167,377               |
| Health Insurance Fund                   | 124,691              | 87,470               | 117,439               | 166,836                | 166,836               |
| Hydropower Operating Fund               | 27,053               | 48,697               | 52,465                | 59,123                 | 59,123                |
| Insurance And Claims Fund               | 119,848              | 123,901              | 121,739               | 141,399                | 141,399               |
| LID Construction Fund                   | 9,803                | 119,203              | 196,707               | 124,837                | 124,837               |
| Parking Facilities Fund                 | 75,713               | 84,535               | 116,123               | 84,170                 | 84,170                |
| Parks Bond Construction Fund            | 25,000               | 0                    | 25,000                | 25,000                 | 25,000                |
| Parks Construction Fund                 | 0                    | 0                    | 0                     | 5,112                  | 5,112                 |
| Portland Building Fund                  | 631,301              | 634,209              | 602,819               | 775,751                | 775,751               |
| Portland International Raceway          | 46,236               | 40,419               | 50,160                | 58,787                 | 58,787                |
| Printing/Distribution Fund              | 192,317              | 174,675              | 219,574               | 266,763                | 266,763               |
| Public Safety Capital Fund              | 0                    | 12,635               | 10,039                | 11,951                 | 11,951                |
| Refuse Disposal Fund                    | 56,782               | 184,564              | 123,631               | 116,353                | 116,353               |
| Sewage System Operating Fund            | 2,523,533            | 2,600,239            | 2,739,785             | 3,051,800              | 3,051,800             |
| Transportation Operating Fund           | 2,416,086            | 2,438,193            | 2,768,416             | 2,969,480              | 2,969,480             |
| Water Fund                              | 1,609,410            | 1,402,812            | 1,596,996             | 1,814,345              | 1,814,345             |
| Workers' Comp Operating Fund            | 109,328              | 40,793               | 105,258               | 120,739                | 120,739               |
|   | 10,098,851           | 10,249,349           | 11,335,804            | 12,222,432             | 12,222,432            |
| <b>Other Cash Transfers</b>             |                      |                      |                       |                        |                       |
| Auto Port Fund                          | 36,006               | 38,598               | 0                     | 0                      | 0                     |
| Facilities Services Fund                | 0                    | 0                    | 152,533               | 0                      | 0                     |
| Federal Grants Indirect                 | 107,079              | 100,606              | 76,818                | 33,427                 | 33,427                |
| General Reserve Fund                    | 0                    | 0                    | 0                     | 2,291,487              | 2,291,487             |
| Housing & Community Development         | 112,976              | 186,485              | 178,741               | 167,738                | 167,738               |
| Hydropower Operating Fund               | 150,000              | 250,000              | 300,000               | 250,000                | 250,000               |
| Parking Facilities Fund                 | 135,775              | 145,790              | 162,323               | 178,235                | 178,235               |
| Refuse Disposal Fund                    | 48,000               | 50,000               | 40,000                | 35,000                 | 35,000                |
| Sewage System Operating Fund            | 6,480,448            | 7,581,887            | 8,340,726             | 8,809,278              | 8,809,278             |
| Capital Improvement Fund                | 2,298,534            | 2,676,752            | 2,379,242             | 0                      | 0                     |
| FPD&R Fund                              | 0                    | 0                    | 40,280                | 0                      | 0                     |
| Supp Retire Program Trust Fund          | 0                    | 0                    | 135,000               | 0                      | 0                     |
| Water Fund                              | 3,306,498            | 3,299,245            | 3,398,825             | 3,530,374              | 3,530,374             |
|   | 12,675,316           | 14,329,363           | 15,204,488            | 15,295,539             | 15,295,539            |
| <b>Federal Grants Transfers</b>         | 5,747,755            | 8,938,455            | 13,962,271            | 10,904,109             | 10,904,109            |
| <b>Interfund Service Reimbursements</b> |                      |                      |                       |                        |                       |
| Arena Operating                         | 109,148              | 123,862              | 212,318               | 364,775                | 364,775               |
| Assessment Collection                   | 56,920               | 58,200               | 0                     | 0                      | 0                     |
| Auto Port Operating Fund                | 47,832               | 73,737               | 0                     | 0                      | 0                     |
| Buildings                               | 136,882              | 134,844              | 148,050               | 320,195                | 320,195               |
| Cable Commission/Access                 | 239,066              | 233,985              | 242,573               | 268,338                | 268,338               |
| Communications Services                 | 291,409              | 307,198              | 323,633               | 360,058                | 360,058               |
| Community Development                   | 0                    | 0                    | 20,000                | 0                      | 0                     |
| Computer Services Fund                  | 3,241,562            | 3,335,966            | 5,374,060             | 5,725,075              | 5,197,075             |
| Convention and Tourism                  | 46,736               | 50,641               | 52,081                | 52,967                 | 52,967                |
| Emergency Communications                | 0                    | 485                  | 976                   | 801                    | 801                   |
| Environmental Remediation               | 2,359                | 2,012                | 1,590                 | 1,566                  | 1,566                 |
| Environmental Services                  | 1,373,092            | 1,553,999            | 1,592,238             | 2,264,711              | 2,264,711             |

|   | Actual<br>FY 1996–97  | Actual<br>FY 1997–98  | Revised<br>FY 1998–99 | Approved<br>FY 1999–00 | Adopted<br>FY 1999–00 |
|---|-----------------------|-----------------------|-----------------------|------------------------|-----------------------|
| Facilities Services Fund                | 496,627               | 452,171               | 549,659               | 537,100                | 537,100               |
| Fleet Management                        | 257,606               | 260,613               | 284,548               | 328,185                | 328,185               |
| FPD&R                                   | 682,262               | 676,812               | 775,571               | 788,048                | 788,048               |
| FPD&R Supplemental Fund                 | 40,000                | 0                     | 0                     | 0                      | 0                     |
| Golf Operating Fund                     | 203,098               | 310,840               | 371,768               | 387,400                | 387,400               |
| Health Insurance                        | 501,264               | 421,290               | 762,653               | 894,682                | 894,682               |
| Home Grant Operating Fund               | 142,459               | 150,479               | 210,199               | 212,756                | 212,756               |
| Housing & Community Development         | 1,544,019             | 1,764,349             | 1,721,446             | 1,691,946              | 1,691,946             |
| Hydropower Operating Fund               | 11,742                | 15,084                | 20,121                | 20,200                 | 20,200                |
| Insurance & Claims Fund                 | 1,858,836             | 1,989,841             | 2,029,725             | 2,246,781              | 2,246,781             |
| LID Construction Fund                   | 980,319               | 1,030,193             | 1,378,830             | 1,433,907              | 1,433,907             |
| Parking Facilities Fund                 | 124,985               | 171,409               | 291,418               | 239,310                | 239,310               |
| Parks Capital Improvement Fund          | 568,206               | 403,123               | 277,234               | 285,044                | 285,044               |
| Parks Construction Fund                 | 0                     | 0                     | 0                     | 12,641                 | 12,641                |
| Portland International Raceway          | 8,083                 | 18,468                | 22,847                | 23,567                 | 23,567                |
| Portland Parks Trust                    | 688,736               | 1,099,379             | 615,429               | 554,087                | 554,087               |
| Printing & Distribution                 | 151,610               | 137,837               | 141,918               | 175,806                | 175,806               |
| Public Safety Capital                   | 0                     | 0                     | 1,135                 | 1,122                  | 1,122                 |
| Refuse Disposal Fund                    | 49,100                | 41,068                | 35,440                | 36,940                 | 36,940                |
| Sewage Construction Fund                | 43,444                | 67,548                | 77,364                | 0                      | 0                     |
| Transportation                          | 1,279,895             | 1,835,445             | 1,409,941             | 1,519,810              | 1,519,810             |
| Water Bureau                            | 456,227               | 724,422               | 702,291               | 918,296                | 918,296               |
| Workers Compensation Fund               | 1,463,678             | 1,545,158             | 1,734,993             | 2,033,128              | 2,033,128             |
|   | 17,097,202            | 18,990,458            | 21,382,049            | 23,699,242             | 23,171,242            |
| <b>Intra-Fund Service Reimbursement</b> | 419,878               | 581,420               | 1,168,534             | 1,407,697              | 1,407,697             |
| <b>Total Internal Revenues</b>          | 46,039,002            | 53,089,045            | 63,053,146            | 63,529,019             | 63,001,019            |
| <b>Beginning Fund Balance</b>           | 25,430,258            | 30,985,480            | 29,591,716            | 16,922,776             | 16,922,776            |
| <b>TOTAL RESOURCES</b>                  | <b>\$ 316,872,345</b> | <b>\$ 327,649,891</b> | <b>\$ 344,333,536</b> | <b>\$ 341,936,947</b>  | <b>\$ 341,408,947</b> |

**REQUIREMENTS****Bureau Expenses**

|                                       |             |             |             |             |             |
|---------------------------------------|-------------|-------------|-------------|-------------|-------------|
| <b>Personal Services</b>              | 176,330,685 | 179,713,424 | 197,358,750 | 206,671,495 | 206,729,091 |
| <b>External Materials and Service</b> | 51,189,885  | 45,265,893  | 63,290,297  | 58,513,979  | 57,356,210  |
| Communications Services               | 4,412,947   | 3,905,051   | 4,212,559   | 4,509,820   | 4,509,820   |
| Data Processing Services              | 2,610,100   | 2,274,680   | 2,706,920   | 3,034,627   | 3,034,627   |
| Facilities Services                   | 8,452,863   | 7,444,226   | 8,381,010   | 9,653,275   | 9,655,877   |
| Fleet Services                        | 6,563,255   | 5,576,516   | 7,134,402   | 7,228,708   | 7,245,547   |
| Insurance                             | 4,345,883   | 4,042,298   | 4,061,340   | 4,394,050   | 4,394,050   |
| Master Lease                          | 1,070,816   | 1,187,411   | 59,448      | 0           | 0           |
| Printing & Distribution               | 2,324,043   | 2,017,828   | 2,635,927   | 2,516,346   | 2,516,346   |
| City Attorney                         | 0           | 0           | 2,500       | 2,750       | 2,750       |
| City Auditor                          | 0           | 0           | 8,000       | 8,000       | 8,000       |
| Auto Port Operating                   | 279,495     | 263,302     | 0           | 0           | 0           |
| Buildings                             | 1,000       | 1,000       | 1,000       | 1,000       | 1,000       |
| Cable Commission                      | 443,567     | 347,795     | 395,917     | 426,419     | 426,419     |
| Emergency Communications              | 7,554,864   | 7,205,055   | 0           | 0           | 0           |
| Environmental Services                | 15,603      | 54,635      | 49,414      | 804,314     | 804,314     |
| FPD&R                                 | 0           | 32,318      | 30,254      | 44,921      | 44,921      |
| Government Bond Redemption            | 0           | 0           | 341,618     | 15,673      | 15,673      |
| LID Construction Fund                 | 17,000      | 0           | 0           | 0           | 0           |
| Parking Facilities                    | 0           | 0           | 283,920     | 302,640     | 302,640     |
| Transportation                        | 612,945     | 244,447     | 257,054     | 247,913     | 247,913     |
| Water Bureau                          | 163,878     | 130,448     | 139,695     | 5,470       | 5,470       |

|                                      | Actual<br>FY 1996-97  | Actual<br>FY 1997-98  | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|--------------------------------------|-----------------------|-----------------------|-----------------------|------------------------|-----------------------|
| Same Fund Services                   | 419,878               | 581,420               | 1,178,034             | 1,396,947              | 1,396,947             |
|                                      | 39,288,137            | 35,308,430            | 31,879,012            | 34,592,873             | 34,612,314            |
| <b>Capital Outlay</b>                | 5,267,086             | 7,525,587             | 11,609,604            | 1,590,401              | 1,590,401             |
| <b>Equipment Cash Transfers</b>      |                       |                       |                       |                        |                       |
| Communications Services              | 91,032                | 10,000                | 107,760               | 0                      | 0                     |
| Facilities Services                  | 90,825                | 308,000               | 0                     | 0                      | 0                     |
| Fleet Operating                      | 89,360                | 872,988               | 943,030               | 178,000                | 178,000               |
| Printing & Distribution              | 37,000                | 32,920                | 0                     | 0                      | 0                     |
|                                      | 308,217               | 1,223,908             | 1,050,790             | 178,000                | 178,000               |
| <b>Minor Equipment Transfers</b>     |                       |                       |                       |                        |                       |
| Communications Services              | 0                     | 388,015               | 89,530                | 51,000                 | 51,000                |
| Printing & Distribution              | 0                     | 8,070                 | 500                   | 0                      | 0                     |
|                                      | 0                     | 396,085               | 90,030                | 51,000                 | 51,000                |
| <b>Total Bureau Expenses</b>         | 272,384,010           | 269,433,327           | 305,278,483           | 301,597,748            | 300,517,016           |
| <b>Fund Requirements</b>             |                       |                       |                       |                        |                       |
| <b>General Operating Contingency</b> |                       |                       |                       |                        |                       |
| General Operating Contingency        | 0                     | 0                     | 2,405,363             | 3,587,981              | 4,198,309             |
| Prior Years Encumbered               | 0                     | 0                     | 1,753,627             | 4,005,020              | 4,005,020             |
|                                      | 0                     | 0                     | 4,158,990             | 7,593,001              | 8,203,329             |
| <b>Fund Cash Transfers</b>           |                       |                       |                       |                        |                       |
| Arena/Coliseum Operating Fund        | 930,810               | 679,000               | 0                     | 0                      | 0                     |
| Buildings Fund                       | 1,237,345             | 1,099,402             | 1,126,269             | 1,144,824              | 1,144,824             |
| Capital Improvement Fund             | 0                     | 331,900               | 0                     | 0                      | 0                     |
| Communication Services               | 150,375               | 0                     | 82,500                | 0                      | 0                     |
| Computer Services                    | 88,620                | 88,620                | 353,620               | 153,620                | 153,620               |
| Emergency Communications             | 0                     | 388,000               | 8,626,476             | 8,901,012              | 8,901,012             |
| Facilities Services                  | 3,064,478             | 3,455,533             | 3,261,545             | 3,262,686              | 3,262,686             |
| FPD&R Supplemental Debt Service      | 530,535               | 0                     | 0                     | 0                      | 0                     |
| General Reserve Fund                 | 100,000               | 163,303               | 335,855               | 33,824                 | 33,824                |
| Housing Investment                   | 0                     | 11,766,672            | 7,257,502             | 7,534,262              | 7,534,262             |
| Intermediate Debt Fund               | 510,771               | 119,060               | 2,536,794             | 2,992,291              | 2,992,291             |
| LID Construction Fund                | 0                     | 205,031               | 0                     | 0                      | 0                     |
| Parking Facilities Fund              | 15,000                | 12,825                | 12,825                | 13,056                 | 13,056                |
| Parks Construction                   | 0                     | 0                     | 1,595,564             | 1,932,000              | 1,932,000             |
| State Tax Street                     | 75,000                | 0                     | 0                     | 0                      | 0                     |
| Transportation Operating             | 6,787,892             | 5,965,095             | 9,707,113             | 6,721,027              | 6,721,027             |
|                                      | 13,490,826            | 24,274,441            | 34,896,063            | 32,688,602             | 32,688,602            |
| <b>Unappropriated Ending Balance</b> |                       |                       |                       |                        |                       |
| Unappropriated Ending Balance        | 30,985,480            | 33,943,766            | 0                     | 0                      | 0                     |
| Equity Transfer                      | 14,065                | 0                     | 0                     | 0                      | 0                     |
|                                      | 30,999,545            | 33,943,766            | 0                     | 0                      | 0                     |
| <b>Total Fund Requirements</b>       | 44,490,371            | 58,218,207            | 39,055,053            | 40,281,603             | 40,891,931            |
| <b>TOTAL REQUIREMENTS</b>            | <b>\$ 316,874,381</b> | <b>\$ 327,651,534</b> | <b>\$ 344,333,536</b> | <b>\$ 341,879,351</b>  | <b>\$ 341,408,947</b> |

# General Reserve Fund – 202

TABLE 13

|                                      | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Yr End Est.<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|--------------------------------------|----------------------|----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| <b>RESOURCES</b>                     |                      |                      |                       |                           |                        |                       |
| <b>External Revenues</b>             |                      |                      |                       |                           |                        |                       |
| <b>Miscellaneous Revenues</b>        |                      |                      |                       |                           |                        |                       |
| Interest Earned                      | 1,780,890            | 1,858,231            | 1,712,688             | 0                         | 1,289,487              | 1,311,821             |
|                                      | 1,780,890            | 1,858,231            | 1,712,688             | 0                         | 1,289,487              | 1,311,821             |
| <b>Total External Revenues</b>       | <b>1,780,890</b>     | <b>1,858,231</b>     | <b>1,712,688</b>      | <b>0</b>                  | <b>1,289,487</b>       | <b>1,311,821</b>      |
| <b>Internal Revenues</b>             |                      |                      |                       |                           |                        |                       |
| <b>Other Cash Transfers</b>          |                      |                      |                       |                           |                        |                       |
| General Fund                         | 100,000              | 163,303              | 335,855               | 0                         | 33,824                 | 0                     |
|                                      | 100,000              | 163,303              | 335,855               | 0                         | 33,824                 | 0                     |
| <b>Total Internal Revenues</b>       | <b>100,000</b>       | <b>163,303</b>       | <b>335,855</b>        | <b>0</b>                  | <b>33,824</b>          | <b>0</b>              |
| <b>Beginning Fund Balance</b>        | <b>29,535,615</b>    | <b>31,416,505</b>    | <b>31,627,825</b>     | <b>0</b>                  | <b>35,027,712</b>      | <b>35,027,712</b>     |
| <b>TOTAL RESOURCES</b>               | <b>\$ 31,416,505</b> | <b>\$ 33,438,039</b> | <b>\$ 33,676,368</b>  | <b>\$ 0</b>               | <b>\$ 36,351,023</b>   | <b>\$ 36,339,533</b>  |
| <b>REQUIREMENTS</b>                  |                      |                      |                       |                           |                        |                       |
| <b>Bureau Expenses</b>               |                      |                      |                       |                           |                        |                       |
| <b>Fund Requirements</b>             |                      |                      |                       |                           |                        |                       |
| <b>General Operating Contingency</b> |                      |                      |                       |                           |                        |                       |
| General Operating Contingency        | 0                    | 0                    | 33,676,368            | 0                         | 34,059,536             | 34,059,536            |
|                                      | 0                    | 0                    | 33,676,368            | 0                         | 34,059,536             | 34,059,536            |
| <b>Fund Cash Transfers</b>           |                      |                      |                       |                           |                        |                       |
| General Fund                         | 0                    | 0                    | 0                     | 0                         | 2,291,487              | 2,279,997             |
|                                      | 0                    | 0                    | 0                     | 0                         | 2,291,487              | 2,279,997             |
| <b>Unappropriated Ending Balance</b> |                      |                      |                       |                           |                        |                       |
| Unappropriated Ending Balance        | 31,416,505           | 33,438,039           | 0                     | 0                         | 0                      | 0                     |
|                                      | 31,416,505           | 33,438,039           | 0                     | 0                         | 0                      | 0                     |
| <b>Total Fund Requirements</b>       | <b>31,416,505</b>    | <b>33,438,039</b>    | <b>33,676,368</b>     | <b>0</b>                  | <b>36,351,023</b>      | <b>36,339,533</b>     |
| <b>TOTAL REQUIREMENTS</b>            | <b>\$ 31,416,505</b> | <b>\$ 33,438,039</b> | <b>\$ 33,676,368</b>  | <b>\$ 0</b>               | <b>\$ 36,351,023</b>   | <b>\$ 36,339,533</b>  |

## FUND OVERVIEW

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

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

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

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

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



# Summary of Indebtedness Overview

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

## **Types of Debt Issued    General Obligation Bonds**

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

## **Local Improvement District Improvement Bonds**

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

## **Tax Increment Bonds**

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

## **Revenue Bonds**

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

**Full Faith and Credit Obligations / Limited Tax Revenue Bonds**

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

**Other Debt**

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

**City Bond Ratings**

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

# Summary of Indebtedness

**TABLE 14**  
**DEBT OUTSTANDING**

| Service Area<br>Facility/Function               | Type of<br>Indebtedness                   | FY 1997-98            | FY 1998-99             | Change                |
|---|---|-----------------------|------------------------|-----------------------|
| <b>DEBT OUTSTANDING BY SERVICE AREA</b>         |   |                       |                        |                       |
| <b>Parks, Recreation and Culture</b>            |   |                       |                        |                       |
| Arena   | Limited Tax Revenue Bonds                 | 13,610,000            | 13,205,000             | (405,000)             |
| Arena   | Limited Tax Bonds                         | 9,655,000             | 9,370,000              | (285,000)             |
| Arena   | Gas Tax Revenue Bonds                     | 12,688,102            | 12,653,102             | (35,000)              |
| Arena   | Bond Anticipation Notes                   | 0                     | 0                      | 0                     |
|   |   | 35,953,102            | 35,228,102             | (725,000)             |
| Civic Stadium/Performing Arts                   | Voter Approved General Obligation Bonds   | 3,225,000             | 2,470,000              | (755,000)             |
| Golf  | Revenue Bonds                             | 1,075,000             | 830,000                | (245,000)             |
| Parks System                                    | Voter Approved General Obligation Bonds   | 54,445,000            | 52,485,000             | (1,960,000)           |
|   |   | 94,698,102            | 91,013,102             | (3,685,000)           |
| <b>Public Utilities</b>                         |   |                       |                        |                       |
| Sewer System                                    | Revenue Bonds                             | 498,555,000           | 643,040,000            | 144,485,000           |
|   | State Loans                               | 720,000               | 696,167                | (23,833)              |
|   |   | 499,275,000           | 643,736,167            | 144,461,167           |
| Water System                                    | Revenue Bonds                             | 71,800,000            | 69,610,000             | (2,190,000)           |
|   | General Obligation Water Revenue Bonds    | 51,981,705            | 46,899,852             | (5,081,853)           |
|   | Limited Tax Revenue Bonds                 | 144,881               | 0                      | (144,881)             |
|   |   | 123,926,586           | 116,509,852            | (7,416,734)           |
| Hydroelectric Power                             | Revenue Bonds                             | 35,530,000            | 34,160,000             | (1,370,000)           |
| Environmental Remediation                       | Revenue Bonds                             | 3,045,000             | 2,235,000              | (810,000)             |
|   |   | 661,776,586           | 796,641,019            | 134,864,433           |
| <b>Community Development and Services</b>       |   |                       |                        |                       |
| Public Infrastructure                           | Department of Environmental Quality Bonds | 19,855,000            | 9,430,000              | (10,425,000)          |
|   | General Obligation Improvement Bonds      | 0                     | 0                      | 0                     |
|   | Limited Tax Improvement Bonds             | 19,730,000            | 21,420,000             | 1,690,000             |
|   |   | 39,585,000            | 30,850,000             | (8,735,000)           |
| <b>Transportation and Parking</b>               |   |                       |                        |                       |
| Parking Facilities                              | Revenue Bonds                             | 10,530,000            | 9,720,000              | (810,000)             |
| Street Improvements                             | Gas Tax Revenue Bonds                     | 9,240,000             | 8,925,000              | (315,000)             |
|   |   | 19,770,000            | 18,645,000             | (1,125,000)           |
| <b>Legislative, Admin. And Support Services</b> |   |                       |                        |                       |
| Equipment and Facility                          | Limited Tax Revenue Bonds                 | 58,595,119            | 86,330,000             | 27,734,881            |
|   | State Loans                               | 93,096                | 85,816                 | (7,280)               |
|   | Full Faith & Credit Obligations           | 37,450,000            | 35,325,000             | (2,125,000)           |
| Emergency Facilities                            | Voter Approved General Obligation Bonds   | 0                     | 24,000,000             | 24,000,000            |
|   | Certificates of Participation             | 1,390,000             | 0                      | (1,390,000)           |
|   |   | 97,528,214            | 145,740,816            | 48,212,601            |
| <b>Portland Development Commission</b>          |   |                       |                        |                       |
| Airport Way                                     | Tax Increment                             | 15,580,000            | 20,706,702             | 5,126,702             |
| Central Eastside                                | Tax Increment                             | 3,500,000             | 2,485,500              | (1,014,500)           |
| Convention Center                               | Tax Increment                             | 6,000,000             | 5,000,000              | (1,000,000)           |
| South Park Blocks                               | Tax Increment                             | 7,255,000             | 11,545,000             | 4,290,000             |
| Waterfront                                      | Tax Increment                             | 38,211,807            | 39,963,344             | 1,751,537             |
| OMSI  | Limited Tax General Obligation Notes      | 550,117               | 535,468                | (14,649)              |
|   |   | 71,096,924            | 80,236,014             | 9,139,090             |
| <b>TOTAL DEBT OUTSTANDING</b>                   |   | <b>\$ 984,454,826</b> | <b>\$1,163,125,951</b> | <b>\$ 178,671,125</b> |

# Summary of Indebtedness

TABLE 14

## DEBT OUTSTANDING

| Service Area<br>Facility/Function | Type of<br>Indebtedness                   | FY 1997-98            | FY 1998-99             | Change                |
|-----------------------------------|---|-----------------------|------------------------|-----------------------|
| <b>TYPE OF INDEBTEDNESS</b>       |   |                       |                        |                       |
|                                   | Limited Tax Bonds                         |                       | 9,370,000              | (285,000)             |
|                                   | Limited Tax Improvement Bonds             |                       | 21,420,000             | 1,690,000             |
|                                   | General Obligation Water Revenue Bonds    |                       | 46,899,852             | (5,081,853)           |
|                                   | Voter Approved General Obligation Bonds   |                       | 78,955,000             | 21,285,000            |
|                                   | Gas Tax Revenue Bonds                     |                       | 21,578,102             | (350,000)             |
|                                   | Revenue Bonds                             |                       | 759,595,000            | 139,060,000           |
|                                   | Limited Tax Revenue Bonds                 |                       | 99,535,000             | 27,185,000            |
|                                   | State Loans                               |                       | 781,983                | (31,113)              |
|                                   | Department of Environmental Quality Bonds |                       | 9,430,000              | (10,425,000)          |
|                                   | Full Faith and Credit Obligations         |                       | 35,325,000             | (2,125,000)           |
|                                   | Certificates of Participation             |                       | 0                      | (1,390,000)           |
|                                   | Tax Increment                             |                       | 79,700,546             | 9,153,739             |
|                                   | Limited Tax General Obligation Notes      |                       | 535,468                | (14,649)              |
| <b>TOTAL DEBT OUTSTANDING</b>     |   | <b>\$ 984,454,826</b> | <b>\$1,163,125,951</b> | <b>\$ 178,671,125</b> |

## ACTUAL DEBT OUTSTANDING

| Facility/Function  | Type of<br>Indebtedness             | FY 1997-98 | FY 1998-99             | FY 1999-00             |
|--|-------------------------------------|------------|------------------------|------------------------|
| <b>ACTUAL DEBT OUTSTANDING JULY 1, 1998</b>                |                                     |            |                        |                        |
| <b>Debt Issued Fiscal Year 1998-99</b>                     |                                     |            |                        |                        |
| Sewer Revenue Bonds  | Sewer System Improvements           |            | 160,000,000            |                        |
| Limited Tax Revenue Bonds                                  | Equipment & Facility                |            | 29,160,000             |                        |
| General Obligation Bonds                                   | Equipment & Facility                |            | 24,000,000             |                        |
| Tax Increment  | Portland Development Commission     |            | 20,911,667             |                        |
| Limited Tax Improvement Bonds                              | Public Infrastructure               |            | 8,685,000              |                        |
| <b>Total TOTAL</b>   |                                     |            | <b>242,756,667</b>     |                        |
| <b>Total Debt Redeemed Fiscal Year 1998-99</b>             |                                     |            | <b>(64,085,542)</b>    |                        |
| <b>TOTAL PROJECTED DEBT OUTSTANDING JULY 1, 1999</b>       |                                     | <b>\$</b>  | <b>\$1,163,125,951</b> | <b>\$</b>              |
| <b>Estimated Debt to be Issued Fiscal Year 1999-00</b>     |                                     |            |                        |                        |
| Water Revenue Bonds  | Water System Improvements           |            |                        | 30,000,000             |
| Limited Tax Improvement Bonds                              | Public Infrastructure               |            |                        | 8,000,000              |
| Limited Tax Revenue Bonds                                  | Equipment & Facility                |            |                        | 75,000,000             |
| Gas Tax Revenue Bonds                                      | Transportation Facility Improvemnts |            |                        | 5,000,000              |
| Limited Tax Revenue Bonds                                  | Pension Obligations                 |            |                        | 300,000,000            |
| <b>Total TOTAL</b>   |                                     |            |                        | <b>418,000,000</b>     |
| <b>Total Projected Debt Redemption Fiscal Year 1999-00</b> |                                     |            |                        | <b>(79,142,459)</b>    |
| <b>TOTAL PROJECTED DEBT OUTSTANDING JULY 1, 2000</b>       |                                     | <b>\$</b>  | <b>\$</b>              | <b>\$1,501,983,492</b> |

# Summary of Debt Service

**TABLE 15**  
**DEBT SERVICE**

| Service Area<br>Facility/Function                     | Type of<br>Indebtedness                   | Principal            | Interest             | Total                 |
|---|---|----------------------|----------------------|-----------------------|
| <b>DEBT SERVICE BY SERVICE AREA</b>                   |   |                      |                      |                       |
| <b>Parks, Recreation and Culture</b>                  |   |                      |                      |                       |
| Arena   | Limited Tax Revenue Bonds                 | 430,000              | 948,230              | 1,378,230             |
| Arena   | Limited Tax Bonds                         | 300,000              | 688,498              | 988,498               |
| Arena   | Gas Tax Revenue Bonds                     | 35,000               | 275,983              | 310,983               |
|   |   | 765,000              | 1,912,711            | 2,677,711             |
| Civic Stadium/Performing Arts                         | Voter Approved General Obligation Bonds   | 790,000              | 114,125              | 904,125               |
| Golf  | Revenue Bonds                             | 260,000              | 44,615               | 304,615               |
| Parks System  | Voter Approved General Obligation Bonds   | 2,775,000            | 4,280,360            | 7,055,360             |
| <b>Total Parks, Recreation and Culture</b>            |   | <b>4,590,000</b>     | <b>6,351,811</b>     | <b>10,941,811</b>     |
| <b>Public Utilities</b>                               |   |                      |                      |                       |
| Sewer System  | Revenue Bonds                             | 20,430,000           | 32,585,298           | 53,015,298            |
|   | State Loans                               | 23,985               | 32,350               | 56,335                |
|   |   | 20,453,985           | 32,617,648           | 53,071,633            |
| Water System  | Revenue Bonds                             | 2,290,000            | 3,433,563            | 5,723,563             |
|   | General Obligation Water Revenue Bonds    | 5,321,984            | 1,983,009            | 7,304,993             |
|   | Limited Tax Revenue Bonds                 | 0                    | 0                    | 0                     |
|   |   | 7,611,984            | 5,416,572            | 13,028,556            |
| Hydroelectric Power                                   | Revenue Bonds                             | 1,475,000            | 2,283,706            | 3,758,706             |
| Environmental Remediation                             | Revenue Bonds                             | 1,070,000            | 107,216              | 1,177,216             |
| <b>Total Public Utilities</b>                         |   | <b>30,610,969</b>    | <b>40,425,142</b>    | <b>71,036,111</b>     |
| <b>Community Development and Services</b>             |   |                      |                      |                       |
| Public Infrastructure                                 | Department of Environmental Quality Bonds | 4,115,000            | 560,761              | 4,675,761             |
|   | Limited Tax Improvement Bonds             | 1,300,000            | 696,444              | 1,996,444             |
| <b>Total Community Development and Services</b>       |   | <b>5,415,000</b>     | <b>1,257,205</b>     | <b>6,672,205</b>      |
| <b>Transportation and Parking</b>                     |   |                      |                      |                       |
| Parking Facilities                                    | Revenue Bonds                             | 1,320,000            | 2,053,923            | 3,373,923             |
| Street Improvements                                   | Gas Tax Revenue Bonds                     | 325,000              | 461,885              | 786,885               |
| <b>Total Transportation and Parking</b>               |   | <b>1,645,000</b>     | <b>2,515,808</b>     | <b>4,160,808</b>      |
| <b>Legislative, Admin. and Support Services</b>       |   |                      |                      |                       |
| Equipment and Facility                                | Limited Tax Revenue Bonds                 | 2,800,000            | 1,697,282            | 4,497,282             |
|   | State Loans                               | 7,829                | 6,155                | 13,984                |
|   | Full Faith & Credit Obligations           | 3,520,000            | 1,594,901            | 5,114,901             |
| <b>Total Legislative, Admin. and Support Services</b> |   | <b>6,327,829</b>     | <b>3,298,338</b>     | <b>9,626,167</b>      |
| <b>Portland Development Commission</b>                |   |                      |                      |                       |
| Airport Way   | Tax Increment                             | 5,399,718            | 877,328              | 6,277,046             |
| Central Eastside                                      | Tax Increment                             | 3,413,757            | 166,179              | 3,579,936             |
| Convention Center                                     | Tax Increment                             | 5,193,567            | 243,500              | 5,437,067             |
| South Park Blocks                                     | Tax Increment                             | 4,799,546            | 423,515              | 5,223,061             |
| Waterfront  | Tax Increment                             | 11,731,472           | 2,717,837            | 14,449,309            |
| OMSI  | Limited Tax General Obligation Notes      | 15,601               | 17,615               | 33,216                |
| <b>Total Portland Development Commission</b>          |   | <b>30,553,661</b>    | <b>4,445,974</b>     | <b>34,999,635</b>     |
| <b>TOTAL DEBT SERVICE BY SERVICE AREA</b>             |   | <b>\$ 79,142,459</b> | <b>\$ 58,294,278</b> | <b>\$ 137,436,737</b> |

# Summary of Debt Service

**TABLE 15**  
**DEBT SERVICE**

| Service Area<br>Facility/Function | Type of<br>Indebtedness                   | Principal            | Interest             | Total                 |
|-----------------------------------|---|----------------------|----------------------|-----------------------|
| <b>DEBT SERVICE BY TYPE</b>       |   |                      |                      |                       |
|                                   | Limited Tax Bonds                         | 300,000              | 688,498              | 988,498               |
|                                   | Limited Tax Improvement Bonds             | 1,300,000            | 696,444              | 1,996,444             |
|                                   | General Obligation Water Revenue Bonds    | 5,321,984            | 1,983,009            | 7,304,993             |
|                                   | Voter Approved General Obligation Bonds   | 3,565,000            | 4,394,485            | 7,959,485             |
|                                   | Gas Tax Revenue Bonds                     | 360,000              | 737,868              | 1,097,868             |
|                                   | Revenue Bonds                             | 26,845,000           | 40,508,321           | 67,353,321            |
|                                   | Limited Tax Revenue Bonds                 | 3,230,000            | 2,645,512            | 5,875,512             |
|                                   | State Loans                               | 31,814               | 38,505               | 70,319                |
|                                   | Department of Environmental Quality Bonds | 4,115,000            | 560,761              | 4,675,761             |
|                                   | Full Faith and Credit Obligations         | 3,520,000            | 1,594,901            | 5,114,901             |
|                                   | Tax Increment                             | 30,538,060           | 4,428,359            | 34,966,419            |
|                                   | Limited Tax General Obligation Notes      | 15,601               | 17,615               | 33,216                |
| <b>TOTAL DEBT SERVICE BY TYPE</b> |   | <b>\$ 79,142,459</b> | <b>\$ 58,294,278</b> | <b>\$ 137,436,737</b> |

## Principal Over the Life of the Debt

TABLE 16

## Schedule of Projected Bond Principal Transactions

## PRINCIPAL REQUIREMENTS

| Fiscal Year  | Parks, Recreation & Culture |                      |                   |                                 | Public Utilities     |                      |                      |                           | Community Development and Services | Transportation and Parking |                     | Legislative, Admin. and Support Services | Portland Development Commission |
|--------------|-----------------------------|----------------------|-------------------|---------------------------------|----------------------|----------------------|----------------------|---------------------------|------------------------------------|----------------------------|---------------------|--|---------------------------------|
|              | Arena                       | Parks System         | Golf              | Civic Stadium & Performing Arts | Sewer System         | Water System         | Hydroelectric        | Environmental Remediation | Public Improvements                | Public Street Improvements | Parking System      | Facility and Equipment                   | Urban Renewal                   |
| 1999/00      | 765,000                     | 2,095,000            | 260,000           | 790,000                         | 20,453,985           | 7,611,983            | 1,475,000            | 320,000                   | 1,795,000                          | 325,000                    | 860,000             | 8,733,701                                | 30,538,060                      |
| 2000/01      | 900,000                     | 2,240,000            | 275,000           | 825,000                         | 21,589,148           | 7,992,001            | 1,560,000            | 0                         | 1,455,000                          | 345,000                    | 910,000             | 8,288,446                                | 7,531,088                       |
| 2001/02      | 1,045,000                   | 2,400,000            | 295,000           | 855,000                         | 22,699,323           | 8,372,087            | 1,635,000            | 0                         | 1,085,000                          | 360,000                    | 955,000             | 8,474,104                                | 5,742,886                       |
| 2002/03      | 1,200,000                   | 2,520,000            |                   |                                 | 23,829,507           | 8,702,174            | 1,750,000            | 0                         | 975,000                            | 380,000                    | 1,020,000           | 7,954,819                                | 5,522,514                       |
| 2003/04      | 1,370,000                   | 2,650,000            |                   |                                 | 25,009,700           | 9,047,208            | 1,855,000            | 0                         | 450,000                            | 395,000                    | 1,070,000           | 7,585,573                                | 5,774,564                       |
| 2004/05      | 1,560,000                   | 2,790,000            |                   |                                 | 26,299,906           | 8,882,244            | 1,970,000            | 0                         | 0                                  | 420,000                    | 785,000             | 7,940,348                                | 6,056,729                       |
| 2005/06      | 1,760,000                   | 2,940,000            |                   |                                 | 27,645,124           | 7,187,155            | 2,115,000            | 1,915,000                 | 0                                  | 435,000                    | 410,000             | 6,806,025                                | 6,876,665                       |
| 2006/07      | 1,975,000                   | 3,090,000            |                   |                                 | 29,135,355           | 4,525,000            | 2,225,000            |                           | 0                                  | 460,000                    | 435,000             | 7,121,882                                | 6,026,203                       |
| 2007/08      | 2,210,000                   | 3,255,000            |                   |                                 | 31,380,598           | 4,760,000            | 1,500,000            |                           | 0                                  | 475,000                    | 465,000             | 7,461,789                                | 6,354,160                       |
| 2008/09      | 2,465,000                   | 3,435,000            |                   |                                 | 32,985,858           | 5,000,000            | 1,600,000            |                           | 2,440,000                          | 505,000                    | 495,000             | 5,180,000                                | 2,349,311                       |
| 2009/10      | 2,016,247                   | 3,625,000            |                   |                                 | 34,656,136           | 5,265,000            | 1,700,000            |                           | 0                                  | 535,000                    | 525,000             | 4,990,000                                | 2,065,000                       |
| 2010/11      | 2,129,011                   | 3,825,000            |                   |                                 | 36,416,442           | 5,540,000            | 1,825,000            |                           | 370,000                            | 555,000                    | 560,000             | 5,235,000                                |                                 |
| 2011/12      | 2,254,128                   | 4,045,000            |                   |                                 | 38,246,764           | 4,085,000            | 1,950,000            |                           | 935,000                            | 585,000                    | 595,000             | 5,510,000                                |                                 |
| 2012/13      | 2,381,638                   | 4,275,000            |                   |                                 | 40,177,103           | 4,305,000            | 2,075,000            |                           | 4,910,000                          | 620,000                    | 635,000             | 5,790,000                                |                                 |
| 2013/14      | 2,521,946                   | 4,520,000            |                   |                                 | 42,192,457           | 4,530,000            | 2,225,000            |                           | 4,980,000                          | 655,000                    |                     | 5,515,000                                |                                 |
| 2014/15      | 2,449,525                   | 4,780,000            |                   |                                 | 44,277,831           | 4,780,000            | 2,375,000            |                           | 1,610,000                          | 695,000                    |                     | 5,810,000                                |                                 |
| 2015/16      | 2,622,469                   |                      |                   |                                 | 46,458,223           | 5,035,000            | 2,525,000            |                           | 3,005,000                          | 720,000                    |                     | 6,120,000                                |                                 |
| 2016/17      | 1,097,835                   |                      |                   |                                 | 48,828,634           | 5,310,000            | 1,800,000            |                           | 0                                  | 220,000                    |                     | 4,035,000                                |                                 |
| 2017/18      | 1,074,427                   |                      |                   |                                 | 51,434,073           | 5,580,000            |                      |                           | 3,060,000                          | 240,000                    |                     | 4,240,000                                |                                 |
| 2018/19      | 1,038,418                   |                      |                   |                                 |                      |                      |                      |                           | 3,780,000                          |                            |                     | 1,890,000                                |                                 |
| 2019/20      | 392,457                     |                      |                   |                                 |                      |                      |                      |                           |                                    |                            |                     |  |                                 |
| <b>TOTAL</b> | <b>\$ 35,228,102</b>        | <b>\$ 52,485,000</b> | <b>\$ 830,000</b> | <b>\$ 2,470,000</b>             | <b>\$643,716,167</b> | <b>\$116,509,852</b> | <b>\$ 34,160,000</b> | <b>\$ 2,235,000</b>       | <b>\$ 30,850,000</b>               | <b>\$ 8,925,000</b>        | <b>\$ 9,720,000</b> | <b>\$124,681,689</b>                     | <b>\$ 84,837,180</b>            |

# Interest Over the Life of the Debt

## Schedule of Projected Bond Interest Transactions

TABLE 17

## INTEREST REQUIREMENTS

| Fiscal<br>Year | Parks, Recreation & Culture |               |           |  | Public Utilities |                 |               |                              | Community<br>Development<br>and Services | Transportation and Parking       |                   |                           | Legislative,<br>Admin. and<br>Support<br>Services | Portland<br>Development<br>Commission |
|----------------|-----------------------------|---------------|-----------|--|------------------|-----------------|---------------|------------------------------|--|----------------------------------|-------------------|---------------------------|---|---------------------------------------|
|                | Arena                       | Parks System  | Golf      | Civic<br>Stadium &<br>Performing<br>Arts | Sewer<br>System  | Water<br>System | Hydroelectric | Environmental<br>Remediation | Public<br>Improvements                   | Public<br>Street<br>Improvements | Parking<br>System | Facility and<br>Equipment | Urban<br>Renewal                                  |                                       |
|                |                             |               |           |  |                  |                 |               |                              |  |                                  |                   |                           |   |                                       |
| 1999/00        | 1,912,710                   | 2,961,570     | 44,615    | 1,385,000                                | 32,617,648       | 5,416,566       | 2,283,705     | 107,216                      | 1,732,538                                | 461,885                          | 556,635           | 6,613,745                 | 4,428,359   |                                       |
| 2000/01        | 1,864,013                   | 2,814,920     | 27,759    | 1,480,000                                | 31,472,472       | 5,089,250       | 2,188,273     | 74,269                       | 1,542,103                                | 447,523                          | 507,061           | 5,700,684                 | 4,103,693   |                                       |
| 2001/02        | 1,807,043                   | 2,658,120     | 9,514     | 1,585,000                                | 30,364,318       | 4,737,308       | 2,086,060     | 74,269                       | 1,466,548                                | 431,960                          | 454,350           | 5,333,305                 | 3,604,818   |                                       |
| 2002/03        | 1,741,193                   | 2,535,720     |           |  | 29,239,607       | 4,364,674       | 1,975,986     | 74,269                       | 1,417,760                                | 415,435                          | 398,016           | 4,947,136                 | 3,354,367   |                                       |
| 2003/04        | 1,665,378                   | 2,405,513     |           |  | 28,048,404       | 3,967,946       | 1,857,473     | 74,269                       | 1,373,105                                | 397,645                          | 337,961           | 4,573,394                 | 3,100,615   |                                       |
| 2004/05        | 1,578,823                   | 2,267,263     |           |  | 26,767,819       | 3,548,787       | 1,730,675     | 74,269                       | 1,349,480                                | 378,718                          | 284,371           | 4,225,244                 | 2,821,111   |                                       |
| 2005/06        | 1,480,288                   | 2,120,313     |           |  | 25,421,060       | 3,176,291       | 1,593,530     | 37,134                       | 1,349,480                                | 358,193                          | 248,904           | 3,852,478                 | 2,506,118   |                                       |
| 2006/07        | 1,368,840                   | 1,965,463     |           |  | 23,928,686       | 2,897,560       | 1,446,063     |                              | 1,349,480                                | 336,590                          | 222,491           | 3,529,941                 | 2,174,890   |                                       |
| 2007/08        | 1,242,868                   | 1,800,643     |           |  | 22,361,735       | 2,668,425       | 1,317,750     |                              | 1,349,480                                | 313,310                          | 194,025           | 3,188,514                 | 1,857,993   |                                       |
| 2008/09        | 1,101,713                   | 1,623,768     |           |  | 20,766,427       | 2,423,021       | 1,209,250     |                              | 1,349,480                                | 288,893                          | 163,421           | 2,829,136                 | 1,516,302   |                                       |
| 2009/10        | 1,666,296                   | 1,433,673     |           |  | 19,093,379       | 2,162,294       | 1,093,750     |                              | 1,247,000                                | 262,440                          | 130,847           | 2,575,685                 | 126,481   |                                       |
| 2010/11        | 1,669,344                   | 1,231,828     |           |  | 17,331,804       | 1,885,061       | 970,375       |                              | 1,233,773                                | 233,893                          | 96,263            | 2,327,223                 |   |                                       |
| 2011/12        | 1,672,422                   | 1,013,150     |           |  | 15,498,532       | 1,636,026       | 838,250       |                              | 1,190,391                                | 203,858                          | 59,447            | 2,063,229                 |   |                                       |
| 2012/13        | 1,671,152                   | 780,563       |           |  | 13,571,994       | 1,417,766       | 697,375       |                              | 1,160,238                                | 171,920                          | 20,241            | 1,779,795                 |   |                                       |
| 2013/14        | 1,662,809                   | 534,750       |           |  | 11,548,188       | 1,187,360       | 546,875       |                              | 879,140                                  | 137,760                          |                   | 1,480,203                 |   |                                       |
| 2014/15        | 1,176,935                   | 274,850       |           |  | 9,470,479        | 941,350         | 385,875       |                              | 584,753                                  | 101,670                          |                   | 1,184,543                 |   |                                       |
| 2015/16        | 1,151,583                   |               |           |  | 7,289,874        | 679,063         | 214,375       |                              | 500,228                                  | 63,160                           |                   | 872,933                   |   |                                       |
| 2016/17        | 2,822,165                   |               |           |  | 4,913,337        | 411,750         | 63,000        |                              | 333,450                                  | 23,000                           |                   | 543,723                   |   |                                       |
| 2017/18        | 3,005,573                   |               |           |  | 2,314,857        | 139,500         |               |                              | 333,450                                  | 12,000                           |                   | 331,155                   |   |                                       |
| 2018/19        | 3,201,582                   |               |           |  |                  |                 |               |                              | 184,275                                  |                                  |                   | 107,730                   |   |                                       |
| 2019/20        | 1,312,543                   |               |           |  |                  |                 |               |                              |  |                                  |                   |                           |   |                                       |
| TOTAL          | \$ 36,775,268               | \$ 28,422,103 | \$ 81,888 | \$ 4,450,000                             | \$372,020,618    | \$ 48,749,998   | \$ 22,498,639 | \$ 515,694                   | \$ 21,926,149                            | \$ 5,039,850                     | \$ 3,674,033      | \$ 58,059,792             | \$ 29,594,744                                     |                                       |



# Summary of Defeased Indebtedness

TABLE 18

## DEFEASED BONDS PAYABLE

| Type of<br>Indebtedness  | Principal                 |                        |                           |
|--|---------------------------|------------------------|---------------------------|
|  | Outstanding<br>FY 1997-98 | Maturity<br>FY 1998-99 | Outstanding<br>FY 1999-00 |
| The City will have \$259.5 million of defeased bonds outstanding as of July 1, 1999. Defeased bonds are payable from fully funded irrevocable escrow accounts established with the proceeds from the sale of another bond issue, refunding bonds. Defeased bonds are thereby removed as actual liabilities of the City, and the refunding bond liabilities are assumed in their place. Defeased bonds are then paid by the escrow account until their first available call date, at which time they are paid in their entirety. Bonds are defeased in this manner in order to convert higher rate debt with lower interest rate debt, or modify bond covenants for the City's benefit, or a combination of both. |                           |                        |                           |
| <b>DEFEASED BONDS OUTSTANDING</b>  |                           |                        |                           |
| <b>Tax Increment</b>   |                           |                        |                           |
| <b>Airport Way Urban Renewal &amp; Redevelopment Bonds</b>   |                           |                        |                           |
| Series A   | 7,470,000                 | 7,470,000              | 0                         |
| Series B   | 8,630,000                 | 8,630,000              | 0                         |
|  | 17,040,000                | 16,100,000             | 0                         |
| <b>Sewer Revenue Bonds</b>   |                           |                        |                           |
| Series 1992 A  | 57,115,000                | 0                      | 57,115,000                |
| Series 1994 A  | 185,335,000               | 0                      | 185,335,000               |
|  | 242,450,000               | 0                      | 242,450,000               |
| <b>TOTAL DEFEASED BONDS OUTSTANDING</b>  | <b>\$ 259,490,000</b>     | <b>\$ 16,100,000</b>   | <b>\$ 242,450,000</b>     |



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## Public Safety

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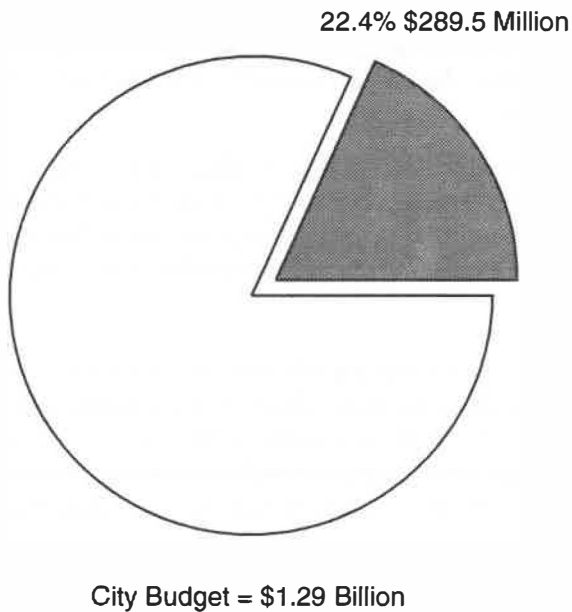


# Public Safety

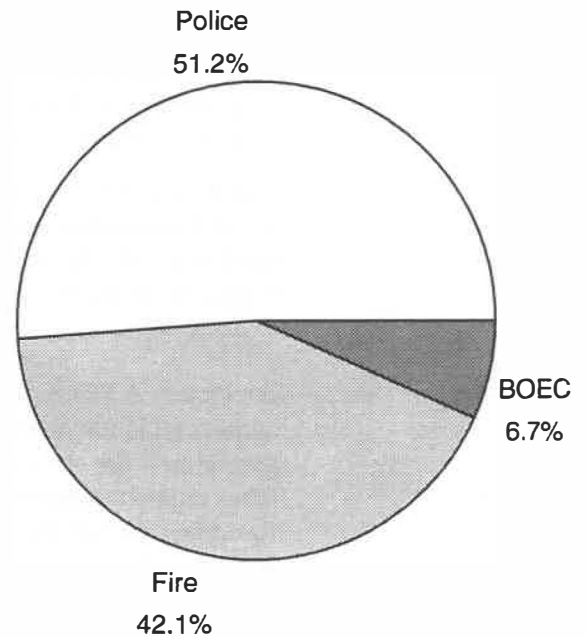
Bureau of Emergency Communications  
Bureau of Fire, Rescue and Emergency Services

Fire & Police Disability & Retirement  
Bureau of Police

**Percent of City Budget**



**Bureau Pie Chart**



## Service Area Overview

| Expenditures in Millions                  | Revised<br>FY 1998-99 | Adopted<br>FY 1999-00 | Change from<br>Prior Year | Per Capita<br>Change |
|---|-----------------------|-----------------------|---------------------------|----------------------|
| Operating                                 | 249,858,520           | 254,548,236           | 4,689,716                 | -2.5%                |
| Capital                                   | 4,340,141             | 8,370,718             | 4,030,577                 | 84.7%                |
| Allocated City Overhead Costs             | 4,949,200             | 5,305,539             | 356,339                   | 2.6%                 |
| <b>Total Cost with Allocated Overhead</b> | <b>\$ 259,147,861</b> | <b>\$ 268,224,493</b> | <b>\$ 9,076,632</b>       | <b>-0.9%</b>         |
| Authorized Full-Time Positions            | 2,137                 | 2,144                 | 7                         | -3.9%                |

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

# Service Area Highlights

## MAJOR THEMES

### Police Bureau

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

*School Police:* The Police Bureau has created a new captain's position to act as supervisor of the Portland School Police. Command control of the school police will now be a responsibility of the Portland Police Bureau. The officers of the Portland School Police will remain as employees of School District #1.

*Youth Gun Anti-Violence Task Force:* The Youth Gun Anti-Violence Task Force, formed in 1998, receives continued funding to help combat violence by targeted youth offenders aged 16 to 24. The goals of the task force are to track youth gangs and violent incidents, reduce or eliminate violence in neighborhood hot spots, and disrupt the flow of illegal guns to juveniles.

### Fire Bureau

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

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

*Fire Training Program:* The Fire Training Program has made significant strides toward recruiting women and minority candidates. Since implementation three years ago, this program has increased the employment of women and minority employment of firefighters 139%.

### Emergency Communications

*Expansion of the Portland Communications Center:* The bond measure approved in the November 1998 general election included a provision for expansion of the Emergency Communications Center. This expansion will allow the facility to handle the increased workload already being experienced by the 9-1-1 call center.

### Fire and Police Disability & Retirement Fund

*Administrative Expenses:* The Fire and Police Disability and Retirement Fund administrative expenses are increasing by \$163,771 above the current service level to a total of \$1,505,315. This is primarily due to an addition of nurse case management to the Administration Program. The cost for this program is estimated at \$62,400. This is a new pilot program established in order to relieve increasing workload in the area of disability/medical claims management.

*Funded Pension System:* FPD&R continues to explore the possibility of becoming a fully funded pension plan. The current system relies on a tax levy authorized in 1948 which provides up to \$2.80 per \$1000 assessed value on property in the city.

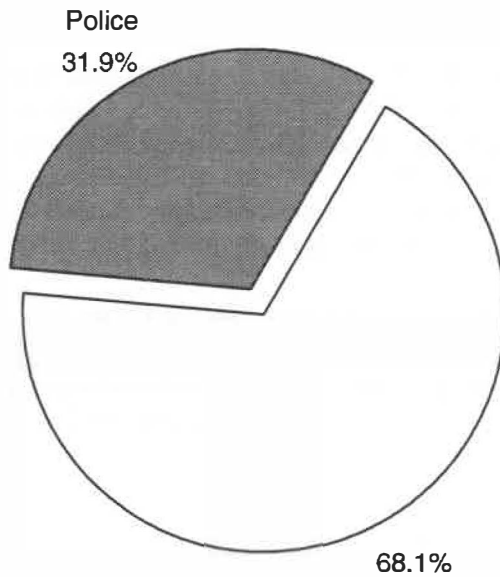
# Bureau of Police

Public Safety Service Area

Mayor Vera Katz, Commissioner-in-Charge

Charles Moose, Chief of Police

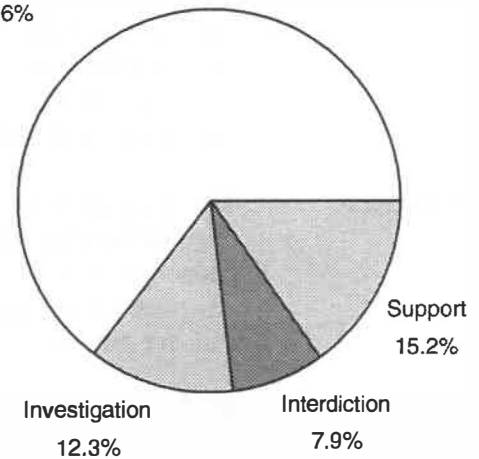
Percent of General Fund



General Fund = \$349.4 Million

Bureau Programs

Neighborhood Policing  
64.6%



Bureau Overview

| Expenditures in Millions                  | Revised<br>FY 1998-99 | Adopted<br>FY 1999-00 | Change from<br>Prior Year | Per Capita<br>Change |
|---|-----------------------|-----------------------|---------------------------|----------------------|
| Operating                                 | 109,811,319           | 111,224,400           | 1,413,081                 | -3.0%                |
| Capital                                   | 107,760               | 229,000               | 121,240                   | 103.5%               |
| Allocated City Overhead Costs             | 3,018,555             | 3,283,570             | 265,015                   | 4.1%                 |
| <b>Total Cost with Allocated Overhead</b> | <b>\$ 112,937,634</b> | <b>\$ 114,736,970</b> | <b>\$ 1,799,336</b>       | <b>-2.7%</b>         |
| Authorized Full-Time Positions            | 1,252                 | 1,257                 | 5                         | -3.9%                |

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

## Bureau Summary

### BUREAU MISSION

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

### BUREAU HIGHLIGHTS

#### Overview

The primary goal of the Bureau of Police is to reduce crime and fear of crime. To accomplish this goal, the bureau implemented community policing through ongoing strategic planning. This plan provides neighborhood policing, criminal investigation, crime prevention and community education services to the citizens of the City of Portland.

#### Funding

The Adopted Budget for the Police Bureau totals \$111,453,400. The Police Bureau will receive \$98,889,446 in General Fund Discretionary dollars. Included in this amount is \$229,000 from the capital set aside. In addition, the bureau will receive \$6,767,034 in Federal Grants and \$5,796,920 in bureau revenue. The FY 1999-00 Adopted Budget of \$111.4 million is \$1,534,321 higher than the current year Revised Budget. Federal Grants are \$1.3 million more than Adopted Budget FY 1998-99, and bureau revenue is up slightly.

#### Current Service Level

The Adopted Budget increases the bureau's current service level funding for the following ongoing program additions or target adjustments, as set out by City Council in last year's budget process. The Adopted Budget continues existing service priorities and deployment practices which concentrate police resources in basic neighborhood patrol, and emergency calls for service.

#### Increased Program Support

**Mounted Patrol:** The Police Bureau will received a target increase to cover the increased cost of the Mounted Patrol facility (\$17,361).

**Fleet Operations:** The bureau will receive additional fleet operation and maintenance costs (\$158,000) to cover the increased cost of the vehicles approved for purchase in the bureau's Fleet Capital Improvement Project (CIP).

*38 police desk clerks receive continued funding to keep 42 more officers on the street*

**COPS MORE Grant:** The bureau will receive an additional \$963,944 to cover the bureau's match and ongoing cost increases associated with the COPS MORE 1996 Grant. This federal grant funds 42 desk clerks positions. These positions were previously staffed by police officers, that have since been reassigned to patrol duty. This ongoing program adjustment will continue the funding of the desk clerk positions, but at a reduced staffing level (38).

#### One-time Funding

In early spring of 1998, Mayor Katz announced the formation of an area wide task force that addresses the issue of youth and guns. From her vision the Police Bureau formed YGAT, the Youth Gun Anti-Violence Task Force, which was funded using existing bureau resources and augmented with \$100,000 from a federal grant. The Police Bureau has identified the need to continue funding in order to keep this successful task force and its mission on track. The \$100,000 in one time funding within the Adopted Budget will support \$51,000 in overtime and \$49,000 in vehicle lease costs.



**Capital Outlay**

The City's Capital Review Committee approved a scaled down request of the bureau's Fleet Capital Improvement Project. This budget reflects a package amount of \$229,000, which will purchase six, two-wheel drive Chevrolet Tahoes and the related communication equipment.

**Bureau Adds**

*The Traffic Division has relocated to a new facility.*

**Individual Add Packages:**

**Traffic Facility:** The Traffic Division relocated in the early part of FY 1998-99. This was necessary due to the overcrowded conditions at Northeast Precinct. They are currently leasing space at 1305 SE MLK Boulevard. The bureau identified existing dollars to cover the cost of the move and the lease payment for one year. The Adopted Budget provides funding (\$178,000) to continue this lease until such time the Police Bureau is able to obtain funding to provide the Traffic Division with a permanent home.

*A new Captain position will command the Portland School Police Force.*

**School Police:** The Adopted Budget adds one new position to the Police Bureau's budget in FY 1999-00. The bureau will assume the supervision of Portland Public School Police Force. This new captain position (\$95,000) will bring the total number of sworn officer positions to 965; combined with 289 non-sworn positions, the bureau will have a total staffing level of 1,254.

**BIT Interagency Agreement:** The bureau also has received an ongoing appropriation for the increased costs incurred through the interagency with the Bureau of Information Technology (\$46,466).

*Tri-Met adds two officers*

**Tri-Met Contract Increase:** Tri-Met increased its contract with Police by \$147,404 for FY 1999-00. There will be an addition of two officers to the Tri-Met detail.

**Unfunded Bureau Requests**

The Police Bureau submitted an add package that has not been included in the Adopted Budget for FY 1999-00. With the upcoming presidential election and primary, the Police Bureau will have an increased duty to help protect visiting dignitaries. Historically, the Police Bureau has been able to absorb these additional cost through personnel savings of vacant positions. The bureau anticipates that personnel savings will be very limited due to recent hiring efforts, hence the need for the \$100,000 dollars requested.

## General Description

### BUREAU OVERVIEW

#### Organizational Description

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

#### Operations

##### Operations Branch

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

##### Investigative Branch

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

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

##### Services Branch

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

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

### CHANGES FROM PRIOR YEAR

The most significant changes from FY 1998-99 to the Adopted Budget for FY 1999-00 include the reformation of the Family Services Division, and assumption of the command of the Portland Public School Police.

## FUNDING SOURCES

### General Fund

The Adopted Budget for the Police Bureau totals \$111,453,400. The Police Bureau will receive \$98,889,446 in General Fund discretionary dollars. Included in this amount is \$229,000 from the capital set aside. In addition, the bureau will receive \$6,767,034 in Federal grants and \$5,796,920 in bureau revenue. The FY 1999-00 Adopted Budget of \$111.4 million is \$1,516,321 higher than the current year Revised Budget. Federal grants are \$1.3 million more than in the Adopted Budget for FY 1998-99, and bureau revenue is up slightly.

### Grants

The Adopted Budget for the Police Bureau includes grant funding which total \$6,767,034. The major grant awards which makes up this amount are the COPS Universal Hiring grant (\$3,916,360), Bureau of Justice Assistance Block 97 (\$300,720), and the Bureau of Justice Assistance Block 98 (\$1,594,330).

The COPS Universal Hiring grant funds 60 police officer positions for three years. This budget includes the last full year of grant funding. The City Council has set aside the ongoing funding for these positions, which starts in August of 2000. The two Bureau of Justice Assistance Block grants provide funding for overtime and equipment purchases. Both grants run for two years. The 1997 grant ends September 30, 1999, and the 1998 grant ends September 30, 2000.

## Strategic Direction

### VISION AND VALUES

#### Community Policing Vision

Community policing recognizes a shared responsibility and connection between the police and community in making Portland a safer, more livable city. Community policing encourages a problem solving partnership between citizens and police. This partnership jointly identifies community safety issues, determines resources, and applies innovative strategies designed to create and sustain healthy, vital neighborhoods.

#### Community Policing Values

The Portland Police Bureau must always be guided by the principle that every individual has dignity and worth. In all that the bureau does, it must show respect for the citizens it serves, and for the members of the bureau. The bureau must recognize and encourage individual needs, aspirations and capabilities.

The bureau holds the following values:

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

### MANAGEMENT GOALS & OBJECTIVES

#### Management Objectives for FY 1999-00

The bureau has several objectives for FY 1999-00.

- ◆ **Improve Customer Service Orientation:** Reinforce and encourage citizen participation by providing more responsive, significantly improved level of customer service to all citizens.
- ◆ **Strengthen Officer Support:** Adopt management guidelines that strengthen the implementation of community policing by officers.
- ◆ **Increase Staffing and Resources:** Increase staffing resources as funding becomes available.
- ◆ **Continue Improving Recruiting and Hiring Practices:** Continue implementation of recruiting and hiring practices that are consistent with community characteristics and needs.
- ◆ **Improve Crime Response:** Crime response approaches shall give increased priority to those crimes that most directly impact community livability and the fear of crime.

- ◆ **Increase Problem Solving:** Problems that are not effectively resolved through emergency response and criminal investigation shall be addressed through other approaches including proactive patrol, investigative support, assistance from other agencies, working with citizen groups, civil action, and other appropriate steps.
- ◆ **Expand Crime Prevention:** Encourage the creation of a more crime-resistant community by expanding community crime prevention efforts.
- ◆ **Increase Early Intervention:** Develop and implement programs that reduce the likelihood of criminal behavior by at-risk youth and violence in at-risk families.
- ◆ **Strengthen Criminal Justice System Response:** Work with other agencies in the criminal justice system to strengthen enforcement effectiveness and improve joint problem solving ability.
- ◆ **Promote Order and Safety:** Plan and implement responses that improve safety at public events, reduce accidents, encourage preparedness for natural disasters, and address other non-criminal events affecting community livability.
- ◆ **Strengthen Community Partnerships:** Strengthen communication and coordination with neighborhood and community organizations.
- ◆ **Improve Public Communication Efforts:** Enhance community understanding and confidence in the Police Bureau by strengthening information exchange, outreach by Bureau members, and awareness of community policing.
- ◆ **Enhance Call Reference:** Strengthen citizen problem solving efforts by referring citizens to appropriate agencies when needs are best served by other agencies.
- ◆ **Reinforce Commitment to Employee Needs and Satisfaction:** Improve bureau responsiveness to employees needs, performance, and participation.
- ◆ **Improve Management Practices:** Strengthen the development of management practices and policies that are consistent with the mission of community policing.
- ◆ **Improve Internal Communication:** Improve internal communication regarding organizational issues and community policing updates, activities, and accomplishments.
- ◆ **Improve Workload Efficiency:** Enhance individual and unit effectiveness by identifying opportunities to improve efficiency and incorporating technology that saves times.
- ◆ **Improve Employee Community Policing Training:** Provide improved training of all bureau personnel in community policing strategies and techniques.
- ◆ **Enhance System for Employee Performance/Promotional Review:** Evaluate, on a continuing basis, all Portland Police Bureau personnel and ensure that promotional practices are aligned with bureau mission, values, and goals.
- ◆ **Develop More Effective Performance Evaluation and Reporting:** Develop a comprehensive evaluation system that will include the use of community-based performance measures to provide tracking and reporting of community policing outcomes.

- ◆ **Improve Fiscal Practices and Policies:** Ensure that budgeting and other fiscal practices and policies are aligned with bureau values, goals, and objectives and accurately reflect community needs.
- ◆ **Provide Better Planning:** Improve integration of planning efforts with community needs, unit workplans, budget development and performance evaluation.

## COUNCIL PRIORITIES

### Future Focus

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

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

### Portland/Multnomah Benchmarks

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

- ◆ Increase the percentage of citizens who feel safe walking alone in their neighborhood day/night.
- ◆ Decrease the number of reported crimes against people and property per 1000 people.
- ◆ Decrease the percentage of burglary victims.

## BUDGET NOTES

- ◆ Purchase of an airplane, along with any additional equipment and modifications, will come from shared forfeiture funds only. The FY 1999-2000 annual budget allowed for all operations, insurance, and maintenance costs for the air unit and airplane will be limited to the amount spent for rental costs during 1998, plus the appropriate inflation adjustment.

# Overview of Programs

## NEIGHBORHOOD POLICING SERVICES

The Neighborhood Policing Services program includes the bureau's five precincts, their Neighborhood Response Teams, and Detective Units. Enhanced community services are provided with the creation and implementation of the Auto Theft Task Force, the Crisis Response Team, and School Resource Officers. These units are an enhancement to the Mounted Patrol and Canine Units, which have wide community support.

### Tri-Met Division

The Tri-Met Division provides contract police services for the Tri-County Metropolitan Transit District. The role of the Tri-Met Division is to provide the transit district with officers to respond to primary calls, and to be system problem solvers, trainers, follow-up investigators, undercover officers, and ambassadors for the system. The Adopted budget for the Tri-Met Division includes intergovernmental agreements with the cities of Gresham and Beaverton, and Washington County. Tri-Met has also budgeted dollars to add the cities of Hillsboro and Milwaukie, and Clackamas County as intergovernmental partners during the fiscal year. Tri-Met Division is adding two Officer positions for FY 1999-00.

### Traffic Division

The Traffic Division is comprised of traffic enforcement, DUII enforcement, motorcycle-officers, P.U.C., and traffic investigations. The Photo Radar Unit deploys two vans, and is an automated trafficking system designed to reduce speeding within Portland neighborhoods. The Enhanced Vehicle Safety Enforcement Program is a targeted traffic complaint unit for neighborhood livability. The Traffic Safety Education Unit provides educational programs in seatbelt, bicycle rodeo, school bus violations, etc., to Portland area schools.

### Tactical Operations Division

The Special Emergency Response Team (SERT), Explosive Disposal Unit, G.R.E.A.T., D.A.R.E., and PAL have been reorganized to form part of the Tactical Operation Division, which spans this program as well as Investigative Services. The division also provides specialized community based services in the operation of the D.A.R.E. program, the G.R.E.A.T. program and the Police Activities League for community youth.

### Specialty Units

Other units that make up this program include the Alarm Information Office, which addresses the issues of false alarms and the bureau response to those alarms. The Asset Forfeiture Unit works with both this program and the Investigative Program in dealing with drug, prostitution and DUII cases that involve the forfeiture of real property. With the increasing call load, the bureau implemented the Telephone Report Unit to handle routine calls that can be reported by community members themselves. The Information and Referral Unit provides public service information on issues such as graffiti and rumor control.

### Sunshine Division

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

## INVESTIGATIVE SERVICES

This program includes the Detective, Internal Affairs, and Forensic Evidence Divisions. Services provided by the Detective Division include major crime scene response, and initial and follow-up investigation of serious crimes (homicide, assault, and missing persons). Bias/hate crimes and an arson detail are also part of this division. The Detective Division investigates property crimes, such as computer fraud and robbery. The division partnerships with the Multnomah County District Attorney's Office, the FBI Violent Crimes Task Force, and the Bureau of Alcohol, Tobacco and Firearms by assigning investigative services personnel to them.

### Family Services Division

The Family Services Division consists of the Child Abuse Team, Domestic Violence Reduction, Juvenile, and Elder Crimes Units. The Child Abuse Team works with a similar unit from Multnomah County and with area social and medical services agencies to investigate cases of child abuse. This division receives overtime reimbursement from the District Attorney's Office pass through of federal grant funds. The bureau provides an officer for the CARES NW project, which is also funded by a federal grant through the District Attorney's Office.

### Internal Affairs Division

The major services provided by the Internal Affairs Division include receiving citizen complaints, discussing police procedures with citizens, investigating major complaints, conducting internal training and coordinating efforts with the Police Internal Investigations Auditing Committee.

### Forensic Evidence Division

The Forensic Evidence Division provides specialized support services to the Police and other criminal justice agencies by determining the identity of individuals through fingerprints, photos, and evidence processing at major crime scenes. The Multnomah County Sheriff's Office contracts with the bureau for identification of all arrested subjects, including juveniles, as required by state law. The division provides contract services to other law enforcement agencies, such as film processing, enhanced surveillance videos, still photos, and audio tapes. The photo lab is known at the "Regional Photo Lab." This division received additional funding to upgrade an officer position to Sergeant Criminalist, and replace funding for the position which had been paid for by a federal grant.

## CRIME INTERDICTION SERVICES

This program is comprised of the Drug & Vice, Tactical Operations Divisions, and Criminal Intelligence Unit. It includes participation in the Regional Organized Crime/Narcotics Task Force (ROCN). Drug house investigations continue to be a focus of activity, as well as drug enforcement efforts which concentrate on mid to high level manufacturing and distribution. Drug interdiction efforts have been intensified with the creation and participation in the multi-agency Marijuana Task Force.

### Gang Enforcement Team

The Bureau has reorganized the Tactical Operation Division to include the Gang Enforcement Team and the Bureau's newest unit, the Youth Gun Anti-violence Task Force. This division actually spans two different programs and includes the SERT Team, Explosive Disposal Unit, GREAT, DARE, and PAL, all from the Neighborhood Policing Services program.



|  |   |
|--|---|
| <b>Criminal Intelligence Unit</b>      | The Criminal Intelligence Unit duties are to create and maintain a sound criminal information base, to analyze acquired information on criminal activity and to provide the operational and support units of the Police Bureau with predictive information. They also provide information and personnel support for the protection of persons of special interest.  |
| <b>ROCN</b>                            | The bureau's drug interdiction efforts have been intensified with the participation in the federal program ROCN. The bureau assigns three officers to this area task force and receives funding for overtime reimbursement. The bureau presently has a limited term Captain position assigned to ROCN, and is reimbursed for both salary and benefits.  |
| <b>SUPPORT SERVICES</b>                |   |
|  | The Support Services program is responsible for providing administrative and management support services to the operational components of the Police Bureau. This program includes the Chief's Office, Personnel, Training, Records, Data Processing, Planning & Support, Property Evidence Control, Police Risk Services, and Fiscal Services Divisions.   |
| <b>Chief's Office</b>                  | The Chief's Office is responsible for the overall leadership, management, policy formulation, legal review, and internal control of the Bureau of Police.   |
| <b>Personnel Division</b>              | The Personnel Division performs the human resource functions for all members of the bureau. This division is responsible for the recruitment, selection, and hiring of bureau personnel. This division deals with labor relations, employee relations, discipline/discharge, policy and procedure formulation, personnel records and reports, and employee benefits.  |
| <b>Training Division</b>               | The Training Division responsibilities include the training, education, and development of bureau personnel. The division works with new recruits through all stages of initial training, as well as existing bureau personnel in development of new skills, procedures, and tactics. The Training Division is responsible for bureau In-Service, the Citizens' Academy, and the various training needs of the bureau.  |
| <b>Records Division</b>                | The Records Division is responsible for all police and auto records. Their duties include providing information in compliance with public-records law, and providing auto releases for vehicles that have been towed.   |
| <b>Data Processing Division</b>        | The Data Processing Division is responsible for providing information and assistance to the officers, investigators, and managers of the bureau through the Portland Police Data System (PPDS), local and wide area networks, and other computerized functions of the bureau. They promote and support PPDS as an effective regional law enforcement system. They are tasked with projecting the needs and acquiring technological support for the Police Bureau. |
| <b>Planning &amp; Support Division</b> | Planning & Support Division is responsible for providing bureau-wide strategic planning, communication support services (internal/external), statistical support, and policy development/implementation in accordance with the bureaus goals and objectives.  |
| <b>Property/Evidence</b>               | The Property/Evidence Division is responsible for receiving, processing, accounting for, and warehousing all of the property/evidence items received by the Police Bureau and other law enforcement agencies within Multnomah County.   |

**Police Liability Management**

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

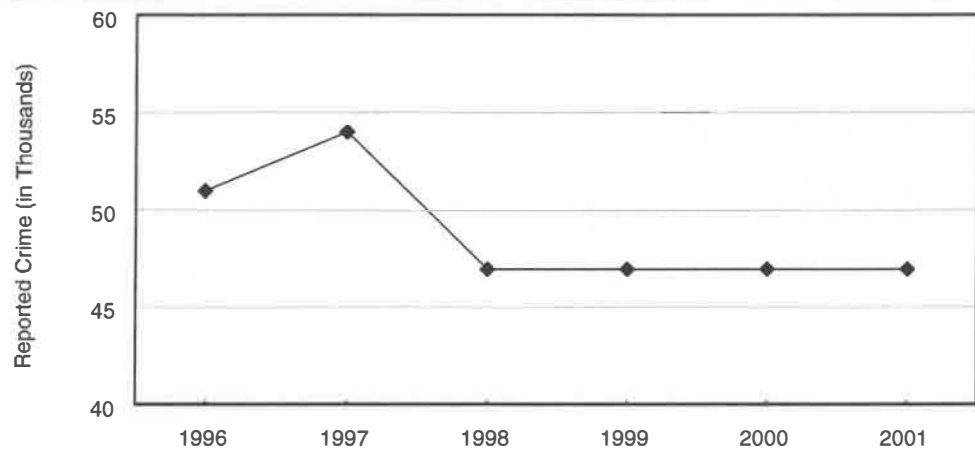
**Fiscal Services**

Fiscal Services Division facilitates the acquisition of bureau-needed goods and services following all City Code provisions and administrative and accounting procedures. Payroll, grants, contract administration, and coordination and facilitation of the annual budget preparation, control and reporting are some of the principal services that the Fiscal Services Division provides as support for the Police Bureau.

# Performance Measures

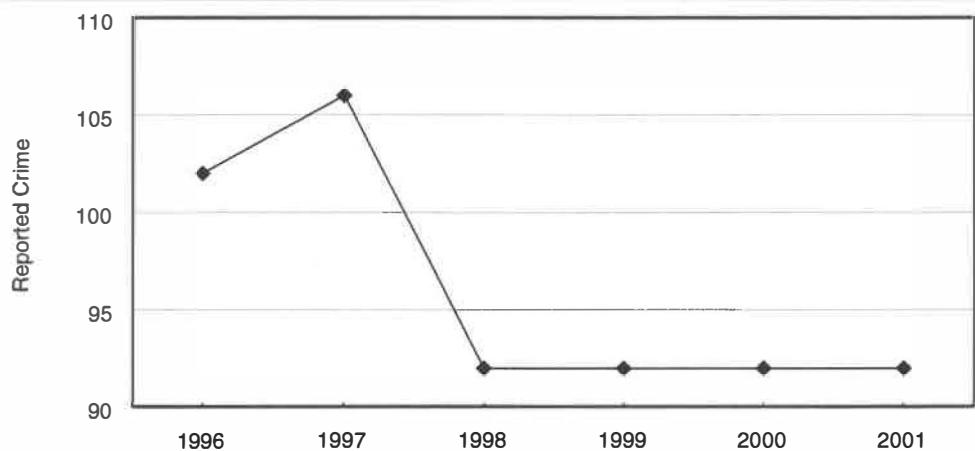
## Part 1 (major) Crimes

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



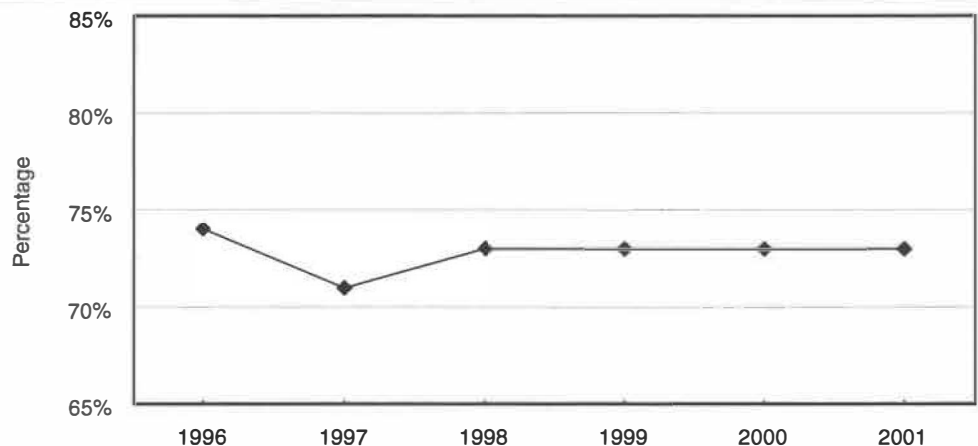
## Part 1 Crimes per 1000 population

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



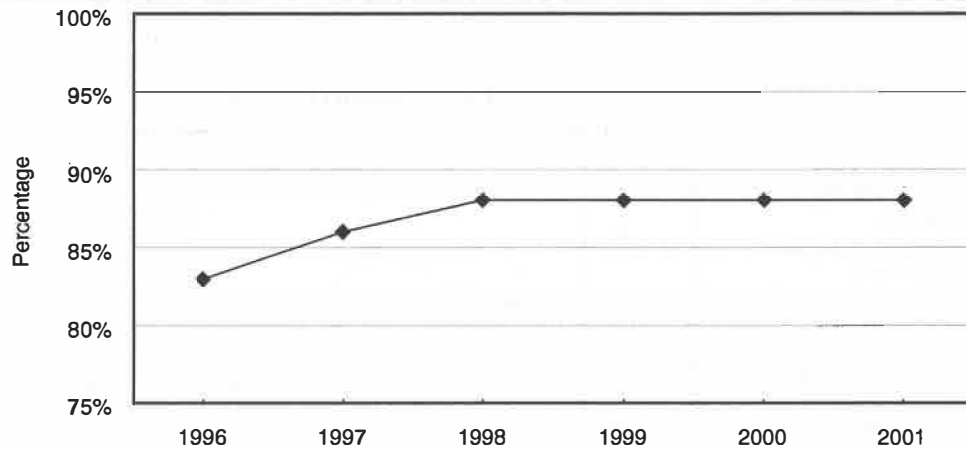
## Citizens Rating Service as Good or Better

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



**Citizens Who Feel Safe Walking Alone in Their Neighborhood-Days**

- ◆ The percentage of citizens who report feeling safe walking alone in their neighborhood during the day has increased from 77% in 1990 to 86% in 1997



|  | Actual<br>FY 1995-96 | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Yr End Est.<br>FY 1998-99 | Target<br>FY 1999-00 | Target<br>FY 2000-01 |
|--|----------------------|----------------------|----------------------|---------------------------|----------------------|----------------------|
| <b>Neighborhood Policing Services</b>                                  |                      |                      |                      |                           |                      |                      |
| <b>Workload</b>  |                      |                      |                      |                           |                      |                      |
| Part 1 (major) Crimes  | 51,189               | 53,784               | 46,788               | 47,000                    | 47,000               | 47,000               |
| Part 2 Crimes  | 44,803               | 47,965               | 45,007               | 45,000                    | 45,000               | 45,000               |
| Incidents Dispatched   | 247,584              | 263,175              | 246,567              | 247,000                   | 248,000              | 249,000              |
| Telephone Reports  | 65,336               | 64,604               | 54,652               | 55,000                    | 55,000               | 55,000               |
| Average number of Officers on patrol - Days                            | 58                   | 58                   | 58                   | 58                        | 58                   | 58                   |
| Average number of Officers on patrol - Afternoons                      | 63                   | 63                   | 63                   | 63                        | 63                   | 63                   |
| Average number of Officers on patrol - Nights                          | 55                   | 55                   | 55                   | 55                        | 55                   | 55                   |
| <b>Effectiveness</b>   |                      |                      |                      |                           |                      |                      |
| Average time available for self-initiated activity and problem solving | 37%                  | 37%                  | 37%                  | 37%                       | 37%                  | 37%                  |
| Part 1 Crimes per 1000 population - persons                            | 16                   | 15                   | 13                   | 13                        | 13                   | 13                   |
| Part 1 Crimes per 1000 population - property                           | 86                   | 91                   | 79                   | 79                        | 79                   | 79                   |
| Part 1 Crimes per 1000 population - total                              | 102                  | 106                  | 92                   | 92                        | 92                   | 92                   |
| Citizens who feel safe walking alone in their neighborhood - days      | 83%                  | 86%                  | 88%                  | 88%                       | 88%                  | 88%                  |
| Citizens who feel safe walking alone in their neighborhood - nights    | 43%                  | 45%                  | 49%                  | 49%                       | 49%                  | 49%                  |
| Citizens rating service as good or better                              | 74%                  | 71%                  | 73%                  | 73%                       | 73%                  | 73%                  |
| <b>Efficiency</b>  |                      |                      |                      |                           |                      |                      |
| Burglary victimization rate  | 5%                   | 4%                   | 5%                   | 5%                        | 5%                   | 5%                   |
| False alarms   | 20,089               | 21,257               | 24,298               | 24,000                    | 24,000               | 24,000               |
| Average high priority travel time                                      | 5.12                 | 5.12                 | 5.22                 | 5.22                      | 5.22                 | 5.22                 |
| Dispatched calls per Officer   | 416                  | 451                  | 455                  | 455                       | 455                  | 455                  |
| <b>Investigative Services</b>  |                      |                      |                      |                           |                      |                      |
| <b>Workload</b>  |                      |                      |                      |                           |                      |                      |
| Major cases assigned for investigation                                 | 6,124                | 4,908                | 4,172                | 4,200                     | 4,200                | 4,200                |
| <b>Crime Interdiction Services</b>                                     |                      |                      |                      |                           |                      |                      |
| <b>Workload</b>  |                      |                      |                      |                           |                      |                      |
| D.A.R.E. number of students  | 9,100                | 7,138                | 5,000                | 5,000                     | 5,000                | 5,000                |
| G.R.E.A.T. number of students  | 3,266                | 3,300                | 4,704                | 4,700                     | 4,700                | 4,700                |
| <b>Support Services</b>  |                      |                      |                      |                           |                      |                      |
| <b>Workload</b>  |                      |                      |                      |                           |                      |                      |
| Report - number of days into PPDS                                      | 21                   | 34                   | 45                   | 45                        | 45                   | 45                   |
| Report - number of days for requests                                   | 8                    | 12                   | 20                   | 20                        | 20                   | 20                   |

|   | Actual<br>FY 1996-97 | Actual<br>FY 1997-98  | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|----------------------|-----------------------|-----------------------|------------------------|-----------------------|
| <b>EXPENDITURES</b>   |                      |                       |                       |                        |                       |
| <b>Operating Budget</b>   |                      |                       |                       |                        |                       |
| Personal Services   | 73,148,506           | 76,010,687            | 83,657,694            | 85,922,204             | 86,112,620            |
| External Materials and Service  | 3,830,082            | 5,275,881             | 8,792,530             | 7,841,967              | 7,883,489             |
| Internal Materials and Service  | 22,334,153           | 19,816,987            | 16,559,661            | 16,907,714             | 16,907,714            |
| Minor Capital Outlay  | 153,641              | 228,531               | 112,944               | 0                      | 320,577               |
| Equipment Cash Transfers  | 81,789               | 488,857               | 688,490               | 0                      | 0                     |
| <b>Total Operating Budget</b>   | 99,548,171           | 101,820,943           | 109,811,319           | 110,671,885            | 111,224,400           |
| Capital Improvements  | 297,405              | 678,559               | 107,760               | 229,000                | 229,000               |
| <b>TOTAL BUREAU EXPENDITURES</b>  | <b>\$ 99,845,576</b> | <b>\$ 102,499,502</b> | <b>\$ 109,919,079</b> | <b>\$ 110,900,885</b>  | <b>\$ 111,453,400</b> |
| Allocated Overhead Costs  |                      |                       | 3,018,555             | 3,252,223              | 3,283,570             |
| <b>Total Cost with Allocated Overhead</b>   |                      |                       | 112,937,634           | 114,153,108            | 114,736,970           |
| <b>Authorized Full-Time Positions</b>   |                      |                       |                       |                        |                       |
| General Fund Discretionary  | 1,208                | 1,208                 | 1,212                 | 1,213                  | 1,214                 |
| <b>TOTAL POSITIONS</b>  | <b>1,246</b>         | <b>1,248</b>          | <b>1,252</b>          | <b>1,254</b>           | <b>1,257</b>          |
| <b>RESOURCES</b>  |                      |                       |                       |                        |                       |
| Discretionary General Fund  |                      | 92,930,401            | 95,931,647            | 98,804,912             | 98,889,446            |
| <b>Non-Discretionary Revenues</b>   |                      |                       |                       |                        |                       |
| Grants & Donations  |                      | 3,909,700             | 8,258,109             | 6,767,034              | 6,767,034             |
| Contract Revenues   |                      | 3,256,465             | 2,738,438             | 2,894,001              | 2,894,001             |
| Interagency Revenues  |                      | 714,184               | 155,323               | 157,420                | 157,420               |
| Bureau Program Revenues   |                      | 1,688,752             | 2,962,771             | 2,277,518              | 2,745,499             |
| Overhead Revenues   |                      | 0                     | 0                     | 0                      | 0                     |
| <b>Total Non-Discretionary Revenues</b>   |                      | 9,569,101             | 14,114,641            | 12,095,973             | 12,563,954            |
| <b>TOTAL GENERAL FUND RESOURCES</b>   |                      | <b>\$ 102,499,502</b> | <b>\$ 110,046,288</b> | <b>\$ 110,900,885</b>  | <b>\$ 111,453,400</b> |
| Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.         |                      |                       |                       |                        |                       |
| Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue. |                      |                       |                       |                        |                       |
| <b>PROGRAMS</b>   |                      |                       |                       |                        |                       |
| Neighborhood Policing Services  |                      | 65,020,107            | 69,161,002            | 71,877,801             | 72,043,327            |
| <i>Positions</i>  |                      | 811                   | 811                   | 812                    | 814                   |
| Investigative Services  |                      | 13,453,689            | 13,648,902            | 13,668,011             | 13,668,011            |
| <i>Positions</i>  |                      | 164                   | 166                   | 164                    | 165                   |
| Crime Interdiction Services   |                      | 8,017,585             | 8,635,585             | 8,778,041              | 8,778,041             |
| <i>Positions</i>  |                      | 94                    | 92                    | 94                     | 94                    |
| Support Services  |                      | 16,008,121            | 18,473,590            | 16,577,032             | 16,964,021            |
| <i>Positions</i>  |                      | 179                   | 183                   | 184                    | 184                   |
| <b>TOTAL PROGRAMS</b>   |                      | <b>\$ 102,499,502</b> | <b>\$ 109,919,079</b> | <b>\$ 110,900,885</b>  | <b>\$ 111,453,400</b> |
| <i>Positions</i>  |                      | <b>1,248</b>          | <b>1,252</b>          | <b>1,254</b>           | <b>1,257</b>          |

|   | Actual<br>FY 1996-97 | Actual<br>FY 1997-98  | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|----------------------|-----------------------|-----------------------|------------------------|-----------------------|
| <b>Personnel Services</b>                   |                      |                       |                       |                        |                       |
| 511000 Full-Time Employees                  | 45,443,830           | 46,248,821            | 59,106,854            | 61,282,231             | 61,387,637            |
| 512000 Part-Time Employees                  | 335,142              | 330,015               | 4,935,820             | 5,527,739              | 5,594,151             |
| 514000 Overtime                             | 5,428,218            | 6,714,195             | 6,388,156             | 5,911,554              | 5,911,554             |
| 515000 Premium Pay                          | 817,496              | 898,129               | 1,043,323             | 1,077,580              | 1,077,580             |
| 517000 Benefits                             | 10,505,813           | 10,816,327            | 12,183,541            | 12,123,100             | 12,141,698            |
| 518000 Paid Absence                         | 10,618,007           | 11,003,200            | 0                     | 0                      | 0                     |
| <b>Total Personnel Services</b>             | <b>73,148,506</b>    | <b>76,010,687</b>     | <b>83,657,694</b>     | <b>85,922,204</b>      | <b>86,112,620</b>     |
| <b>Materials and Services</b>               |                      |                       |                       |                        |                       |
| <b>External Materials and Service</b>       |                      |                       |                       |                        |                       |
| 521000 Professional Services                | 408,021              | 282,872               | 866,582               | 762,438                | 762,438               |
| 522000 Utilities                            | 1,558                | 3,100                 | 1,241                 | 1,263                  | 1,263                 |
| 523000 Equipment Rental                     | 8,951                | 21,670                | 24,361                | 20,218                 | 20,218                |
| 524000 Repair & Maintenance Services        | 175,980              | 178,479               | 266,913               | 266,569                | 266,569               |
| 525000 Non-Capital Improvement              | 0                    | 0                     | 0                     | 0                      | 0                     |
| 528000 Local Match Payments                 | 0                    | 0                     | 0                     | 0                      | 0                     |
| 529000 Miscellaneous Services               | 1,019,658            | 1,429,223             | 1,636,516             | 1,921,291              | 1,939,413             |
| 531000 Office Supplies                      | 246,363              | 248,642               | 251,228               | 229,884                | 229,884               |
| 532000 Operating Supplies                   | 293,035              | 281,549               | 1,238,625             | 626,050                | 626,050               |
| 533000 Repair & Maintenance Supplies        | 10,548               | 17,510                | 18,522                | 15,701                 | 15,701                |
| 534000 Minor Equipment & Tools              | 580,371              | 1,193,372             | 1,421,786             | 1,126,231              | 1,149,631             |
| 535000 Clothing & Uniforms                  | 351,303              | 457,211               | 999,322               | 920,187                | 920,187               |
| 539000 Other Commodities External           | 327,283              | 533,267               | 1,166,020             | 1,148,290              | 1,148,290             |
| 541000 Education                            | 153,932              | 197,909               | 271,322               | 223,416                | 223,416               |
| 542000 Local Travel                         | 6,625                | 5,982                 | 14,225                | 9,898                  | 9,898                 |
| 543000 Out-of-Town Travel                   | 111,812              | 199,484               | 249,644               | 238,865                | 238,865               |
| 544000 Space Rental                         | 35,600               | 45,532                | 122,956               | 104,380                | 104,380               |
| 545000 Interest                             | 0                    | 0                     | 0                     | 0                      | 0                     |
| 546000 Refunds                              | 30                   | 35                    | 215                   | 219                    | 219                   |
| 547000 Retirement System Payments           | 0                    | 0                     | 0                     | 0                      | 0                     |
| 549000 Miscellaneous                        | 185,764              | 309,753               | 243,052               | 227,067                | 227,067               |
| <b>Total External Materials and Service</b> | <b>3,916,834</b>     | <b>5,405,590</b>      | <b>8,792,530</b>      | <b>7,841,967</b>       | <b>7,883,489</b>      |
| <b>Internal Materials and Service</b>       |                      |                       |                       |                        |                       |
| 551000 Fleet Services                       | 4,945,339            | 4,058,008             | 5,384,459             | 5,392,717              | 5,392,717             |
| 552000 Printing & Distribution              | 393,050              | 378,742               | 412,095               | 453,478                | 453,478               |
| 553000 Facilities Services                  | 5,504,328            | 4,669,477             | 5,189,396             | 5,119,877              | 5,119,877             |
| 554000 Communications Services              | 2,437,135            | 2,228,507             | 2,409,812             | 2,580,068              | 2,580,068             |
| 555000 Data Processing Services             | 378,503              | 347,923               | 592,179               | 648,669                | 648,669               |
| 556000 Insurance                            | 2,319,951            | 1,972,140             | 2,099,010             | 2,254,563              | 2,254,563             |
| 557000 Master Lease                         | 319,479              | 392,112               | 0                     | 0                      | 0                     |
| 558000 Same Fund Services                   | 108,521              | 109,642               | 212,156               | 160,466                | 160,466               |
| 559000 Other Fund Services                  | 5,989,832            | 5,464,526             | 286,094               | 297,876                | 297,876               |
| <b>Total Internal Materials and Service</b> | <b>22,396,138</b>    | <b>19,621,077</b>     | <b>16,585,201</b>     | <b>16,907,714</b>      | <b>16,907,714</b>     |
| <b>Total Materials and Services</b>         | <b>26,312,972</b>    | <b>25,026,667</b>     | <b>25,377,731</b>     | <b>24,749,681</b>      | <b>24,791,203</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                    | 171,641              | 294,432               | 112,944               | 0                      | 320,577               |
| 565000 Facilities Lease/Purchase            | 0                    | 0                     | 0                     | 0                      | 0                     |
| 566000 Equipment Lease/Purchase             | 0                    | 0                     | 0                     | 0                      | 0                     |
| 568000 Other Capital Expenditure            | 0                    | 0                     | 0                     | 0                      | 0                     |
| 569000 Depreciation                         | 0                    | 0                     | 0                     | 0                      | 0                     |
| <b>Total Capital Outlay</b>                 | <b>171,641</b>       | <b>294,432</b>        | <b>112,944</b>        | <b>0</b>               | <b>320,577</b>        |
| 573000 Equipment Cash Transfers             | 212,457              | 860,858               | 688,490               | 178,000                | 178,000               |
| 576000 Minor Equipment Transfers            | 0                    | 306,858               | 82,220                | 51,000                 | 51,000                |
| <b>TOTAL BUREAU EXPENSES</b>                | <b>\$ 99,845,576</b> | <b>\$ 102,499,502</b> | <b>\$ 109,919,079</b> | <b>\$ 110,900,885</b>  | <b>\$ 111,453,400</b> |

**Bureau of Police AU 100**

**FULL-TIME POSITIONS**

| Class                            | Title                            | Actual<br>FY 1997 | Actual<br>FY 1998 | Revised<br>FY 1998-99 |                      | Approved<br>FY 1999-00 |                      | Adopted<br>FY 1999-00 |                      |
|----------------------------------|----------------------------------|-------------------|-------------------|-----------------------|----------------------|------------------------|----------------------|-----------------------|----------------------|
|                                  |                                  | No.               | No.               | No.                   | Amount               | No.                    | Amount               | No.                   | Amount               |
| 510                              | Accounting Assistant             | 5                 | 5                 | 6                     | 181,040              | 6                      | 191,182              | 6                     | 191,182              |
| 819                              | Administrative Assistant         | 2                 | 2                 | 2                     | 77,624               | 2                      | 79,647               | 2                     | 79,647               |
| 815                              | Administrative Specialist        | 0                 | 1                 | 1                     | 36,911               | 1                      | 29,051               | 1                     | 29,051               |
| 920                              | Administrative Supervisor I      | 1                 | 2                 | 2                     | 71,195               | 2                      | 86,869               | 2                     | 86,869               |
| 922                              | Administrative Supervisor II     | 7                 | 7                 | 7                     | 365,092              | 7                      | 370,671              | 6                     | 316,238              |
| 2532                             | Applications Analyst II          | 4                 | 3                 | 1                     | 52,432               | 1                      | 51,494               | 1                     | 51,494               |
| 2533                             | Applications Analyst III         | 0                 | 0                 | 2                     | 104,863              | 2                      | 117,771              | 2                     | 117,771              |
| 2534                             | Applications Analyst IV          | 1                 | 2                 | 2                     | 104,605              | 2                      | 117,206              | 1                     | 65,120               |
| 826                              | Assistant Financial Analyst      | 0                 | 1                 | 1                     | 37,975               | 1                      | 42,702               | 1                     | 42,702               |
| 5144                             | Assistant Police Chief           | 2                 | 3                 | 3                     | 274,679              | 3                      | 286,810              | 3                     | 286,810              |
| 962                              | Assistant Program Specialist     | 1                 | 1                 | 1                     | 42,303               | 2                      | 89,464               | 2                     | 89,464               |
| 844                              | Assistant Risk Specialist        | 2                 | 1                 | 1                     | 48,817               | 1                      | 51,729               | 1                     | 51,729               |
| 514                              | Associate Accountant             | 2                 | 1                 | 1                     | 36,958               | 1                      | 38,315               | 1                     | 38,315               |
| 605                              | Audio Visual Specialist          | 1                 | 1                 | 1                     | 52,492               | 1                      | 54,433               | 1                     | 54,433               |
| 1232                             | Automotive Servicer I            | 5                 | 5                 | 5                     | 170,380              | 5                      | 176,695              | 5                     | 176,695              |
| 928                              | Bureau Administrative Manager    | 2                 | 3                 | 3                     | 191,626              | 3                      | 203,581              | 3                     | 203,581              |
| 7490                             | Community Relations Assistant    | 1                 | 1                 | 2                     | 42,736               | 2                      | 89,696               | 2                     | 89,696               |
| 5183                             | Crime Prevention Representative  | 3                 | 3                 | 3                     | 113,880              | 3                      | 115,238              | 3                     | 115,238              |
| 5175                             | Criminalist                      | 16                | 16                | 17                    | 970,818              | 17                     | 1,005,400            | 17                    | 1,005,400            |
| 827                              | Financial Analyst                | 0                 | 1                 | 1                     | 42,663               | 1                      | 46,044               | 1                     | 46,044               |
| 3271                             | Graphics Illustrator II          | 1                 | 1                 | 1                     | 46,792               | 1                      | 48,522               | 1                     | 48,522               |
| 1255                             | Home Security Specialist         | 1                 | 1                 | 1                     | 28,585               | 1                      | 31,513               | 1                     | 31,513               |
| 610                              | Human Resources Analyst          | 1                 | 1                 | 1                     | 49,882               | 1                      | 51,729               | 1                     | 51,729               |
| 614                              | Human Resources Coordinator      | 1                 | 1                 | 1                     | 58,631               | 1                      | 62,980               | 1                     | 62,980               |
| 2522                             | Info Systems Tech I              | 0                 | 0                 | 0                     | 0                    | 0                      | 0                    | 1                     | 52,086               |
| 2542                             | Information Systems Analyst II   | 1                 | 1                 | 0                     | 0                    | 0                      | 0                    | 0                     | 0                    |
| 2543                             | Information Systems Analyst III  | 0                 | 0                 | 1                     | 49,346               | 1                      | 55,879               | 1                     | 55,879               |
| 2544                             | Information Systems Analyst IV   | 1                 | 1                 | 1                     | 44,594               | 1                      | 52,086               | 1                     | 52,086               |
| 2550                             | Information Systems Manager      | 1                 | 1                 | 1                     | 65,725               | 1                      | 76,944               | 1                     | 76,944               |
| 2546                             | Information Systems Supervisor   | 1                 | 2                 | 1                     | 56,723               | 1                      | 66,099               | 1                     | 66,099               |
| 5189                             | Investigative Accountant         | 1                 | 1                 | 1                     | 61,700               | 1                      | 63,991               | 1                     | 63,991               |
| 2540                             | MIS Support Technician           | 1                 | 1                 | 1                     | 41,844               | 1                      | 46,175               | 1                     | 46,175               |
| 5138                             | Police Captain                   | 7                 | 7                 | 9                     | 649,216              | 10                     | 786,420              | 11                    | 786,420              |
| 5146                             | Police Chief                     | 1                 | 1                 | 1                     | 102,041              | 1                      | 105,806              | 1                     | 105,806              |
| 151                              | Police Clerical Assistant        | 62                | 61                | 60                    | 1,747,444            | 60                     | 1,762,748            | 62                    | 1,841,201            |
| 152                              | Police Clerical Specialist       | 9                 | 9                 | 9                     | 295,289              | 9                      | 310,122              | 9                     | 310,122              |
| 5140                             | Police Commander                 | 5                 | 5                 | 5                     | 407,680              | 5                      | 422,765              | 5                     | 422,765              |
| 146                              | Police Data Technician I         | 66                | 66                | 58                    | 1,607,620            | 58                     | 1,670,993            | 58                    | 1,670,993            |
| 147                              | Police Data Technician II        | 9                 | 9                 | 9                     | 298,980              | 9                      | 308,164              | 9                     | 308,164              |
| 149                              | Police Desk Clerk                | 43                | 43                | 51                    | 246,693              | 51                     | 249,358              | 51                    | 249,358              |
| 5172                             | Police ID Technician I           | 16                | 16                | 16                    | 767,437              | 16                     | 788,539              | 16                    | 788,539              |
| 5173                             | Police ID Technician II          | 3                 | 3                 | 3                     | 157,164              | 3                      | 161,444              | 3                     | 161,444              |
| 5137                             | Police Lieutenant                | 25                | 27                | 27                    | 1,772,884            | 27                     | 1,845,675            | 27                    | 1,845,675            |
| 5128                             | Police Officer                   | 695               | 696               | 688                   | 34,173,178           | 688                    | 35,189,674           | 690                   | 35,295,080           |
| 5174                             | Police Photo Repro Specialist    | 2                 | 2                 | 2                     | 103,927              | 2                      | 108,656              | 2                     | 108,656              |
| 5134                             | Police Sergeant                  | 211               | 209               | 215                   | 12,196,199           | 215                    | 12,643,212           | 215                   | 12,643,212           |
| 2545                             | Principal Info Systems Analyst   | 0                 | 0                 | 1                     | 56,723               | 1                      | 65,498               | 1                     | 65,498               |
| 966                              | Program Coordinator              | 1                 | 1                 | 1                     | 55,290               | 1                      | 57,305               | 0                     | 0                    |
| 968                              | Program Manager I                | 1                 | 0                 | 0                     | 0                    | 0                      | 0                    | 0                     | 0                    |
| 970                              | Program Manager II               | 1                 | 1                 | 1                     | 56,969               | 1                      | 60,365               | 2                     | 117,670              |
| 964                              | Program Specialist               | 4                 | 4                 | 4                     | 179,908              | 4                      | 189,242              | 4                     | 189,242              |
| 5120                             | Public Safety Aide               | 1                 | 1                 | 1                     | 30,614               | 1                      | 33,050               | 1                     | 33,050               |
| 5182                             | Public Safety Specialist         | 1                 | 1                 | 1                     | 24,576               | 1                      | 32,614               | 1                     | 32,614               |
| 220                              | Secretarial Clerk I              | 0                 | 0                 | 1                     | 25,571               | 1                      | 24,020               | 0                     | 0                    |
| 816                              | Senior Administrative Specialist | 4                 | 2                 | 3                     | 105,567              | 3                      | 101,676              | 3                     | 101,676              |
| 1256                             | Senior Home Security Specialist  | 1                 | 1                 | 1                     | 39,175               | 1                      | 40,055               | 1                     | 40,055               |
| 2552                             | Senior Information Systems Mgr   | 1                 | 1                 | 1                     | 66,830               | 1                      | 82,477               | 1                     | 82,477               |
| 848                              | Senior Risk Specialist           | 1                 | 1                 | 0                     | 0                    | 0                      | 0                    | 0                     | 0                    |
| 409                              | Senior Storekeeper               | 1                 | 1                 | 1                     | 38,315               | 1                      | 39,740               | 1                     | 39,740               |
| 1217                             | Stable Attendant                 | 1                 | 1                 | 1                     | 30,551               | 1                      | 31,562               | 1                     | 31,562               |
| 410                              | Storekeeper                      | 8                 | 8                 | 8                     | 285,472              | 8                      | 293,165              | 8                     | 293,165              |
| 411                              | Stores Supervisor I              | 1                 | 1                 | 2                     | 76,630               | 2                      | 77,970               | 2                     | 77,970               |
| <b>TOTAL FULL-TIME POSITIONS</b> |                                  | <b>1,246</b>      | <b>1,248</b>      | <b>1,252</b>          | <b>\$ 59,120,854</b> | <b>1,254</b>           | <b>\$ 61,282,231</b> | <b>1,257</b>          | <b>\$ 61,387,637</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         |                |   |
|   | 110,097,419 |          | 110,097,419           | 1,254.0        | FY 1999-2000 Current Service Level Estimate |
| <b>CSL Estimate Adjustments</b>                 |             |          |                       |                | None  |
| <b>Mayor's Proposed Budget Decisions</b>        |             |          |                       |                |   |
|   | 178,000     |          | 178,000               |                | Traffic Facility Lease                      |
|   |             | 100,000  | 100,000               |                | Youth Gun Anti-Violence Task Force          |
|   | 95,000      |          | 95,000                | 1.0            | School Police - Captain                     |
|   |             | 229,000  | 229,000               |                | CIP - Fleet from Year 1 decisions           |
|   | 158,000     |          | 158,000               |                | Fleet O&M from Year 1 decisions             |
|   | 43,466      |          | 43,466                |                | BIT Interagency adjustment                  |
| <b>Approved Budget Additions and Reductions</b> |             |          |                       |                | None  |
| <b>Adopted Budget Additions and Reductions</b>  |             |          |                       |                |   |
|   | 147,404     |          | 147,404               | 2.0            | Tri-Met contract adjustment                 |
|   | 66,412      |          | 66,412                |                | IT positions adjustment                     |
|   |             | 320,577  | 320,577               |                | Multnomah Co. Grant / COPS 98 Grant match   |
|   |             | 18,122   | 18,122                |                | Carryover NOBLE Conference                  |
|   | 688,282     | 667,699  | 1,355,981             | 3.0            | Total FY 1999-2000 Decision Packages        |
|   |             |          | <b>\$ 111,453,400</b> | <b>1,257.0</b> | Total Adopted Budget                        |
| <b>FY1999-2000 Decision Packages Not Funded</b> |             |          |                       |                |   |
|   | 100,000     |          | 100,000               |                | Dignitary Protection                        |
|   | 711,000     |          | 711,000               |                | Traffic/Property Warehouse purchase         |
|   |             |          | <b>\$ 811,000</b>     |                | Total Decision Packages Not Funded          |

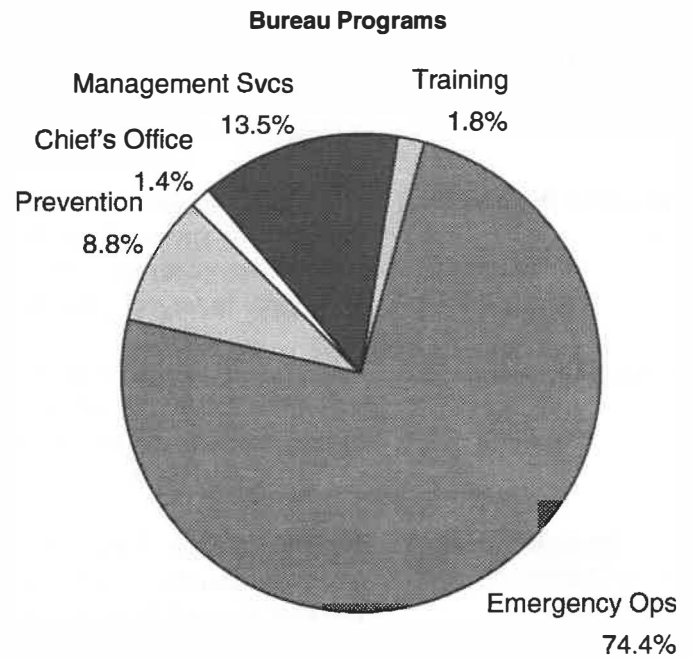
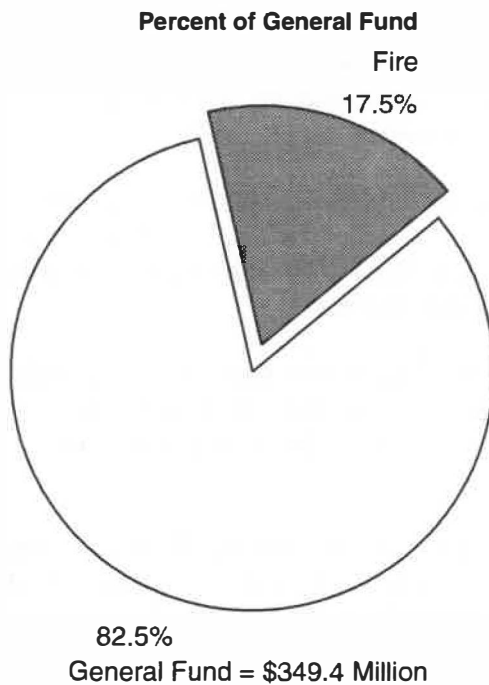


# Bureau of Fire, Rescue and Emergency Services

Public Safety Service Area

Jim Francesconi, Commissioner-in-Charge

Robert Wall, Fire Chief



## Bureau Overview

| Expenditures in Millions                  | Revised<br>FY 1998-99 | Adopted<br>FY 1999-00 | Change from<br>Prior Year | Per Capita<br>Change |
|---|-----------------------|-----------------------|---------------------------|----------------------|
| Operating                                 | 58,488,545            | 60,095,020            | 1,606,475                 | -1.6%                |
| Capital                                   | 2,809,578             | 1,050,000             | (1,759,578)               | -64.2%               |
| Allocated City Overhead Costs             | 1,465,141             | 1,579,170             | 114,029                   | 3.2%                 |
| <b>Total Cost with Allocated Overhead</b> | <b>\$ 62,763,264</b>  | <b>\$ 62,724,190</b>  | <b>\$ (39,074)</b>        | <b>-4.3%</b>         |
| Authorized Full-Time Positions            | 729                   | 730                   | 1                         | -4.1%                |

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

## Bureau Summary

### BUREAU MISSION

The mission of the bureau is to promote a safe environment for all areas protected by the Portland Bureau of Fire, Rescue and Emergency Services, to respond to fire and other emergencies, and to provide related services that benefit the public.

### BUREAU HIGHLIGHTS

The FY1999-00 Budget for Portland Fire and Rescue contains several initiatives that the bureau will focus on during the next budget period. They include the following:

- |  |   |
|--|---|
| <b>Paramedic Service</b>                           | Deliver Paramedic Service from all Portland fire stations in FY 1999-00. The bureau has developed a plan to provide paramedic services from each of the 26 fire stations. The bureau is currently the largest and best provider of pre-hospital care in the State of Oregon.  |
| <b>Regional Approaches</b>                         | The bureau has developed and implemented a model for regional training academy and is experiencing success at every level. The first regional academy for Fire Training is scheduled to occur in 1999. In addition, Portland Fire and Rescue conducts and participates in regional Emergency Preparedness classes and exercises.  |
| <b>Labor/Management</b>                            | The chief of the bureau serves on the Citywide Management Advisory Group, and the bureau has revived its internal Labor Management Committee. To date, two major issues have been resolved prior to arbitration, and a successful labor management retreat was held in February of 1999.  |
| <b>Fire Station Location Plan/Capital Projects</b> | With the passage of the Seismic Upgrade General Obligation Bond, the bureau shares project responsibility with the Bureau of General Services Facilities Management Division. Portland Fire and Rescue's duties include communication with impacted neighborhoods and logistical support to the affected fire stations. Site planning for the West Hills and East (82nd/Prescott) stations is scheduled for completion during 1999. |
| <b>Computer Technology</b>                         | The Bureau has implemented the Fire Incident Reporting System and supports Citywide ITSP. During FY 1999-00 the bureau will further develop and implement additional modules of the Fire Information System, as well as work to provide timely response maps to all of the fire companies.  |
| <b>Bureau Planning</b>                             | The recent reorganization, prevention enhancement, station based program management and regional paramedic engine plan all support the bureau's goal of organizational excellence. During FY 1998-99 the bureau is updating its Strategic Plan and plans to apply for an Oregon Quality Initiative Award in FY 1999-00.   |

**Successful  
Workforce Diversity  
Program**

The FY 1999-00 Budget contains another cycle of the highly successful Trainee/Apprenticeship Program. The bureau has hired its fourth class of trainees, is in the process of recruiting the fifth class, and will be hiring an additional 16 Trainees during FY 1999-00. The program provides four months of training prior to the individuals' being sworn in as Firefighter/EMTs. The bureau's workforce diversity has improved 154% in the last five years, which is reflective in the following diversity numbers for sworn employees:

- ◆ 66 Males
  - ❖ 16 African American
  - ❖ 18 Asian/Pacific Islander
  - ❖ 21 Hispanic
  - ❖ 11 Native Americans
- ◆ 18 Females
  - ❖ 1 African American

**Station Based  
Program  
Management**

The FY1999-00 budget continues the bureau's focus on programs carried out at the neighborhood fire station. The following functions are being performed by 53-hour personnel, that were transferred from 40 hour support staff positions in FY 1997-98 and assigned to various fire stations: pre-fire building surveys, EMS training, Traffic Calming Liaison, and Juvenile Firesetter program. Additionally, the Community Emergency Services (CES) program works with stations to implement programs to benefit the communities of the 26 fire stations.

**Capital Projects**

Implementation of the GO Bond program is a top priority for the bureau in FY 1999-00 and the years beyond that. Portland Fire and Rescue staff is working closely the Bureau of General Services and the Office of Finance and Administration on the implementation. Station remodeling Requests for Proposals and station site location identifications are currently underway.

**Enhanced Fire  
Prevention (EFP)**

This budget continues a major initiative started in FY 1998-99 that generates resources to meet the prevention division's code enforcement goals. A National Fire Protection Association study found jurisdictions that conduct regular fire code inspections, experience significantly fewer fires than those which do not. Portland Fire and Rescue is empowered to inspect approximately 32,000 commercial and multi-family residential structures of 3 or more units. Due to lack of resources, inspectors were able to inspect only 5,006 structures in FY 1995-96 and 5,094 in FY1996-97. The enhanced prevention program provides the resources to conduct inspections of all inspectable occupancies on a regular basis through modest user fees. During FY 1999-00, EFP program revenue is \$250,000 more than the budgeted revenue for FY 1998-99.

## General Description

### BUREAU OVERVIEW

#### Organizational Description

The Portland Bureau of Fire, Rescue and Emergency Services is the second largest General Fund Bureau with a FY 1999-00 operating budget of \$60.9 million and 730 employees. The bureau is a multi-faceted organization, with a mission to promote a safe environment for all the citizens of Portland that is accomplished through a variety of programs.

#### Emergency Operations Division

The majority of the bureau's resources are dedicated to the Emergency Operations Division which is charged with responding to calls for help due to fire, medical emergencies, marine accidents, special rescues, or hazardous material incidents. There are 26 fire stations located throughout the City of Portland. The City covers 149.5 square miles and includes a population of approximately 510,000. During 1998 Portland Fire and Rescue responded to 57,483 calls for assistance, of which 75% were medical in nature. In addition Community Emergency Services are provided to link bureau resources with the community to promote fire and life safety. Nearly 640 citizens representing 84 of the City's 95 neighborhoods participate in the Neighborhood Emergency Team (NET) Program. During FY 1999-00 an additional 150 new NET members will be trained.

#### Training Division

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

#### Prevention Division

The charge of the Portland Fire and Rescue's Prevention Division is to stop fires before they start. This division achieve success through fire prevention and education programs. Fire prevention activities include code enforcement that involves regular inspection of the 30,000 commercial occupancies located within the City; plans review to ensure new construction is in compliance with fire codes; and fire investigations. The overall arrest rate for arson related fires were 22% in 1998. The Juvenile Firesetter program and the Smoke Detector Installation program are two examples of the public education efforts that involve targeting high-risk groups of people and changing their behavior in order to make the community safer. A new program is Riskwatch, an innovative injury prevention curriculum that is used to prevent traumatic injuries to children, by promoting safe habits such as wearing a helmet while riding a bike, etc.

#### Management Services Division

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

- ◆ **Logistics Section:** Services all 30 bureau facilities, maintains all emergency apparatus, and supplies all the fire stations with maintenance and firefighting materials;
- ◆ **Information Services:** Manages the computer network, provides run data and maps, and maintains all computer software and hardware.
- ◆ **General Administration and Finance:** Develops and manages the annual operating and capital improvement program budgets, handles the day-to-day accounting functions such as processing of payment documents, prepares and manages service agreements and contracts, prepares Council ordinances, and ensures the bureau remains in compliance with all the timelines and guidelines established by the City.

### **Office of the Chief**

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

**Human Resources:** The office includes the Human Resource Department, which is responsible for recruitment and hiring, contract negotiations, discipline, and grievances.

**Public Communications:** The office also includes the Public Communications Section that supervises all crisis communications at major incidents, provides information to the media and other organizations through press releases, live interviews and media kits, and coordinates all media events. Currently, the Public Communications Section is developing a community outreach plan to inform citizens about the services provided by Portland Fire and Rescue.

## **RECENT TRENDS**

### **Background**

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

Specifically, trends in four important areas to Bureau planning were identified: Social, Technological, Economic and Political (STEP). The following is a summary of those trends which most directly impact the ways in which Portland Fire and Rescue must think and respond in order to best fulfill its mission and vision.

### **Social**

The social trends identified by the bureau follow:

- ◆ Demographics changes, including an aging population and increased multi-ethnic populations with corresponding language barriers.
- ◆ An increased demand for medical services from an aging population.
- ◆ An increase in demand for non-emergency medical services due to the economics of the health care system. Possible partnerships with the private sector on gatekeeper programs.
- ◆ Increased density as the City's population grows.
- ◆ Continuing substance abuse with its concomitant impact on services.
- ◆ Increasing focus on customer service.

### **Technological**

The technological trends that impact the bureau follow:

- ◆ Newer computer capabilities.
- ◆ The rate of technological change itself.
- ◆ New developments in firefighter safety technologies.
- ◆ More and better information on fire hazards.
- ◆ Need for planning due to increased threats to the public from weapons of mass destruction.
- ◆ Increased demand for accurate information for first responders and fire management.
- ◆ Increased availability of advanced technologies at the station level.

### **Economic**

The economic trends that have been identified by the bureau follow:

- ◆ Small growth in City resources.
- ◆ Increased competition for limited resources.
- ◆ Increased focus on funding education needs.
- ◆ Increased funding opportunities for emergency management for citizen and fire fighter safety issues.
- ◆ The distinct possibility of additional tax-cutting ballot measures.

### **Political**

The political trends that may impact the bureau follow:

- ◆ Increased pressure from taxpayers, politicians and neighboring jurisdictions for regionalization of services.
- ◆ Continued taxpayer demands for organizational efficiency and cost-effective service delivery.
- ◆ Continued public suspicion of the motives of government.
- ◆ Privatization of services.
- ◆ Continued demands that the workplace reflect the make-up of the community.
- ◆ Increased environmental regulations.
- ◆ Greater sophistication in code development, including the development of Citywide standards for automated fire protection systems.
- ◆ Increased demands to involve the neighborhoods more directly in service delivery issues and decisions and in the lives of the stations.



# Strategic Direction

## MANAGEMENT GOALS & OBJECTIVES

### Long-Term Goals

The bureau has five goals:

- ◆ To reduce the frequency and severity of fire, medical and hazardous materials emergencies through prevention efforts such as education, investigations enforcement programs and arson enforcement prosecution assistance.
- ◆ To minimize suffering, loss of life and property due to fires, hazardous materials, illness and injury, through emergency response programs.
- ◆ To ensure preparedness and safety through training disaster planning and emergency management programs and to provide all divisions with a high level of planning information and activities.
- ◆ To effectively manage the resources and support necessary for the Bureau to accomplish its mission.
- ◆ To provide leadership and coordination that encourages Community-Fire Bureau partnerships that result in City and Fire Bureau mission and goal accomplishments.

## MAJOR INITIATIVES

The FY1999-00 Budget for Portland Fire and Rescue Services contains several initiatives that the bureau will focus on during the next budget period.

### Paramedic Service

The bureau will deliver paramedic service from all Portland fire stations in FY 1999-00. The bureau has developed a plan to provide paramedic services from each of the 26 fire stations. The bureau is currently the largest and best provider of pre-hospital care in the State of Oregon.

### Regional Training

The bureau has developed regional approaches for conducting Fire Training Academies and Emergency Preparedness classes. The bureau has implemented a model for regional training academy and is experiencing success at every level. The first regional academy for Fire Training is scheduled to occur in 1999.

### Labor/Management

The Chief of the Bureau serves on the Citywide Management Advisory Group, and the bureau has revived its internal Labor Management Committee. To date, two major issues have been resolved prior to arbitration, and a successful labor management retreat was held in February of 1999.

### Fire Station Location Plan

With the passage of the Seismic Upgrade General Obligation Bond, the bureau shares project responsibility with the Bureau of General Services Facilities Management Division. Portland Fire and Rescue's duties include communication with impacted neighborhoods and logistical support to the affected fire stations. Site planning for the West Hills and East Side (82nd/Prescott) stations is scheduled for completion during 1999.

**Computer  
Technology**

The bureau has implemented the Fire Incident Reporting System and supports Citywide ITSP. During FY 1999-00 the bureau will further develop and implement additional modules of the Fire Information System, as well as work to provide timely response maps to all of the fire companies.

**Bureau Planning**

The recent reorganization, prevention enhancement, station based program management and regional paramedic engine plan all support the bureau's goal of organizational excellence. During FY 1999-00 the bureau is updating its strategic plan and plans to apply for an Oregon quality initiative award in FY 2000-01.

**Workforce Diversity  
Program**

The FY 1999-00 budget contains another cycle of the highly successful Trainee/Apprenticeship Program. The bureau has hired its fourth class of trainees, and is in the process of recruiting the fifth class, and will be hiring an additional 16 trainees during FY 1999-00. The program provides four months of training prior to the individuals' being sworn in as Firefighter/EMTs. The bureau's workforce diversity has improved 154% in the last five years, which is reflective in the following diversity numbers for sworn employees:

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- ◆ 18 Females
  - ❖ 1 African American

**Station Based  
Program  
Management**

The FY 1999-00 budget continues the bureau's focus on programs carried out at the neighborhood fire station. In FY 1997-98 certain 40 hour support staff position were transferred to 53 hour positions and assigned to various fire stations. The functions of those positions are as follows:

- ◆ Pre-fire building surveys
- ◆ EMS training
- ◆ Traffic Calming Liaison
- ◆ Juvenile Firesetter program

Additionally, the Community Emergency Services (CES) program works with stations to implement programs to benefit the communities of the 26 fire stations.

# Overview of Programs

## CHIEF'S OFFICE

### Overview

The Office of the Chief provides overall management and direction to the other divisions within the bureau, as well as human resources and public information activities.

### Public Information

The public information component includes responding to emergencies, providing details of the incidents to the media, and educating the public through a variety of mediums and marketing techniques about the services the bureau provides.

### Human Resources

The work of the Human Resources Section is centered on providing a full range of personnel services to managers, supervisors and employees throughout the bureau. The section functions as the liaison to the City Attorney's office in settling employee disputes and contract administration issues such as grievances and arbitration. The unit works closely with Central Personnel to ensure that personnel activities are coordinated and carried out as effectively and efficiently as possible.

Other human resource activities include labor relations, contract negotiations and interpretations; grievance handling and investigation; entry level recruitment of Firefighter/EMTs and Firefighter Trainees; promotional examination development and implementation; PAN processing; discipline investigation and support to managers and supervisors through the discipline process; maintenance of the bureau's personnel files and position control system; and other special projects as related to emerging personnel issues.

### Fire Fighter Trainee Program

The Firefighter Trainee Program in conjunction with the bureau's Human Resources Section supports the bureau's goal to diversify the work force through implementation of the Apprenticeship Program. The focus of this program is to develop the skills of trainees and bring them successfully into the bureau. These recruits are put through a rigorous program, which includes fire science, exposure to basic mechanical skills, and certification as an emergency medical technician. This program concentrates its recruitment effort at under represented classes.

## MANAGEMENT SERVICES

### Financial Services

The Financial Services Section of the Management Services Division is responsible for overseeing all of the financial activities of the bureau. These duties include the day-to-day accounting functions such as processing of all payment documents, establishing or revising accounting policies and procedures, developing the bureau's annual operating and capital Improvement program budgets, monitoring expenditures/revenues, preparing year-end projections of the budgets, preparing accounting period financial management reports, and performing cost analysis of the services provided by the bureau.

### Major Objectives

Major objectives of this program include

- ◆ Continuing compliance with the timelines guidelines established by the City's Office of Finance and Administration relative to accounting and budgetary procedures
- ◆ Ensuring the integrity of all the bureau's fiscal transactions
- ◆ Processing all financial documents in a timely basis

|                              |   |
|------------------------------|---|
| <b>Information Services</b>  | <p>The Information Services section oversees the operation, including support and maintenance, of approximately 250 microcomputers to six local area networks in 35 different locations inter-networked over a metropolitan area frame-relay network; as well as 80 New Generation Mobile Data Terminals (NGMDTs) used to transmit vital emergency response information between BOEC and the response units in the field. The network and many of the personal computers attached to it require support on a 7-day a week 24-hour a day basis.</p> <p>In addition, the Information Services section is responsible for the development and implementation of the Fire Information Services system. This section also includes Television Services, which is utilized as a training tool since it enables the Bureau to keep Firefighter/EMTs in service, ready to serve the public, while watching a drill on TV. The programming includes live, interactive educational programming, informational shows, on-the-job safety training, and EMT re-certification material.</p> |
| <b>Logistics</b>             | <p>The Logistics Section within the Management Services division provides a variety of support services to the operational components of the Fire Bureau. These services fall within four working units: Administration, Building Maintenance, Apparatus Maintenance, and Stores.</p> <p><b>Major Objectives</b></p> <p>Major administrative program objectives for FY 1999-00 include</p> <ul style="list-style-type: none"><li>◆ Implementing the GO Bond including responsibility for communications with affected neighborhoods, shared project management, and logistical support to impacted fire stations.</li><li>◆ Utilizing the Fire Bureau's labor/management collaboration model, integrate fire fighter union Local 43 input into program issues.</li></ul>  |
| <b>Building Maintenance</b>  | <p>The Building Maintenance unit is responsible for routine and preventive maintenance for the bureau's thirty-nine buildings and facilities. In addition, this unit manages contracts for new construction, building repair, and renovation.</p> <p><b>Major Objectives</b></p> <p>Major program objectives for FY1999-00 include</p> <ul style="list-style-type: none"><li>◆ Upgrading station alerting system (ZETRON tap-out) to facilitate the operational goal of decreasing emergency response times.</li><li>◆ Supporting G.O. Bond construction (kitchen's and watch rooms), using internal craftsmen for the scheduled remodeling of stations 4, 22, and 41.</li></ul>  |
| <b>Apparatus Maintenance</b> | <p>The Apparatus Maintenance unit keeps the fire engines, trucks, squads, and other emergency response apparatus in good working order through preventive maintenance, repair, and replacement. This unit also specifies and tests new apparatus annually, re-certifies pumps and aerial ladders, purchases fire and rescue equipment, parts and supplies.</p>  |

**Major Objectives**

Major program objectives for the FY1999-00 include

- ◆ Design, specify, and purchase (as authorized by the bureau's apparatus replacement fund) one fire engine and one fire truck plus associated equipment for approximately one million dollars.
- ◆ Implement a strategy for the integration of National Fire Protection Association (NFPA) standards dealing with fire apparatus preventative maintenance and mechanic (EVT) certification.

**Logistics Stores**

The Logistics Stores unit administers protective clothing and uniforms, manages the bureau's fuel system, and supervises the ordering of fire station supplies.

**Major Objectives**

Major program objectives for FY1999-00 include

- ◆ Supervise the bureau's capital assets inventory control program
- ◆ Ensure that equipment and supplies are recorded and accounted for, disposed of properly, and used for approved purposes

**EMERGENCY OPERATIONS****Goals**

The primary goal of this division is to provide emergency response to medical emergencies, fires, hazardous materials incidents, specialized rescues, marine incidents, as well as advanced life support medical services, in order to minimize economic, physical and human suffering from fire, accidents and natural disasters.

The functions within the Emergency Operations Program include Emergency Operations (EOPS), Emergency Medical Services, and Bureau of Emergency Communications (BOEC) Fire Liaisons, Battalion Headquarters (BHQ), Community Emergency Services (CES), and Emergency Management.

**Emergency Operations**

EOPS provides emergency response service to the community from 26 fire stations strategically located throughout the City. Many of the Emergency Operations personnel have been trained in specialty areas such as hazardous materials response, marine fire, water, trench, confined space, or rope rescue in order to meet the requirements of extraordinary incidents common to metropolitan cities.

The work plan for FY1999-00 includes

- ◆ Assist with the siting of new fire stations to improve Citywide emergency response capabilities.
- ◆ Work cooperatively with Marine Fire Safety Association to develop prompt and appropriate response to marine incidents on the Columbia and Willamette Rivers and implement regional services such as Dive Rescue.

## **Emergency Medical Services**

The mission of the Emergency Medical Services (EMS) Section is to ensure that the Portland Bureau of Fire, Rescue & Emergency Services provides the highest quality Emergency Medical Care to the community through oversight and technical assistance to 53-hour personnel who provide medical response services to the citizens of Portland. The EMS activities include Basic Life Support (BLS), Advance Life Support (ALS) and police assistance with Special Emergency Reaction Teams (SERT). The Fire Bureau currently provides ALS medical service from 20 of the Bureau's 26 Fire Management Areas.

The goals of the Emergency Medical Services section for FY 2000 are

- ◆ To plan and coordinate the efforts of the medical community and to facilitate the rapid changes that occur constantly in health care.
- ◆ To maintain a comprehensive continuous quality improvement program to identify and monitor trends within the EMS System.
- ◆ To provide EMS training and education to Portland Fire and Rescue employees and the community.
- ◆ To provide administrative support to all divisions of the Portland Fire Bureau and the community as they relate to Emergency Medical Services.

*Firefighter/Paramedics provide Advanced Life Support response from 21 of its 26 fire stations.*

EMS activities include providing first response to medical emergencies reported through the Bureau of Emergency Communications. The Fire Bureau currently provides defibrillation capability from all 41 first responding apparatus. Firefighter/Paramedics provide Advanced Life Support response from 21 of its 26 fire stations. Five fire stations respond with Firefighter/EMT-Basics. Fire Bureau Firefighter/Paramedics provide additional medical expertise in specialized areas such as training and response with the Portland Police Bureau Special Emergency Reaction Team (SERT), the Regional Hazardous Materials Team, confined space, dive rescue and technical rescue teams.

The Emergency Medical Services Office continues to look at innovative ways to provide medical care and training in the community. One such program involves public access to the use of Automatic External Defibrillators (AED's) for victims of cardiac arrest.

## **Emergency Communications Fire Liaisons**

The Bureau of Emergency Communications (BOEC) Fire Liaisons are responsible for monitoring all Fire Bureau emergency response resources on a 24-hour basis. The Fire Liaisons work cooperatively with BOEC representatives to evaluate fire and EMS dispatching services from the communications center. Where appropriate, BOEC Fire Liaisons make immediate adjustments to Fire Bureau resource allocations to assure prompt response to all E-911 calls for service.

## **Battalion Headquarters**

The mission of the BHQ staff is to assure proper staffing levels within the Emergency Operations Division. Battalion Headquarters staff is responsible for coordinating the personnel assigned to the 27 stations and the three operational shifts. A pool of approximately 68 Firefighter/EMTs and officers are utilized in order to minimize personnel costs when filling vacancies due to vacations, sick or injury leave

**Community  
Emergency Services**

Community Emergency Services (CES) is a bureau-wide strategy to improve public safety through active community partnerships. The success of CES relies entirely on effective interaction and mutual accountability between the Portland Fire and Rescue personnel and the volunteers from neighborhoods, businesses, schools and other groups. Implementation of the CES strategy is proceeding on two fronts: 1) Citywide programs (e.g. Neighborhood Emergency Teams, Business Emergency Teams and CPR training for the general public) and 2) Station-based programs managed by company officers to address the safety needs and interests of residents within the stations' service area (e.g. Graffiti Removal Kit Depots, Adopt-A-School, and smoke detector installations.)

In FY 1999-00, CES priorities also include

- ◆ Improve the documentation and evaluation of station-based CES programs in order to guide further implementation of the overall strategy.
- ◆ Develop and conduct training for all company officers on skills needed to work effectively with the community groups in their Fire Management Areas.
- ◆ Develop and promote fire & life safety activities to maintain an active corps of NET volunteers while continuing to train additional citizens who are interested in joining the program.

**Emergency  
Management**

The overall objective of the Emergency Management Section is to coordinate Citywide preparedness, response, mitigation/loss prevention and recovery from major disasters. These activities support the Mayor's responsibility to maintain local government services through planning and preparing or preventing, mitigating/losses and managing emergencies or disasters. The Fire Bureau is the functional conduit between city bureaus, agencies within Multnomah County, the greater metropolitan region and the State of Oregon.

Continued community preparedness is dependent upon the continued accomplishment of a schedule of activities in mitigation, preparedness, recovery and response. One element of the work plan FY 2000 is the development of the Comprehensive Emergency Management Plan (CEMP), which will be a complete documentation of bureau, office and agency responsibilities, resources and the required elements of an emergency system.

The Emergency Management section is also responsible for the continual maintenance and upgrade of the City's Emergency Operations Center (EOC), as well as training EOC responders to operate the EOC during disasters. Eight sessions of training or exercises are planned. These drills range from training in EOC operation to responding to incidents such as might occur during the winter storms, the Nike World Master Games (August 98), a terrorist incident, or to test various bureau plans and/or annexes.

**Hazardous Materials**

The Hazardous Materials personnel, in compliance with state and federal laws, provide for the coordination of response, training and other aspects relating to hazardous materials for Portland Fire and Rescue and other City bureaus. Managing federal programs, such as Sara Title III, requires distributing information, facilitating training and exercises on hazardous materials occupancies and developing procedures for first responders. Section personnel also facilitate the coordination of private and public emergency response. Priority in the upcoming year are to continue haz mat response team equipment upgrades, to meet regulated standards, and to provide bureau-wide new technology training. Haz Mat staff continues to facilitate industry compliance with the Clean Air Act. They will develop necessary emergency plans and risk analysis for greater citizen and environmental protection.

## TRAINING

### Overview

The Training Division is divided into three areas: In-Service Training, New Recruit Training, and General Administration. The division provides day-to-day decision-making, curriculum coordinating, training plans, and scheduling of the Training Center Facilities. Training also supports the Trauma Intervention Program (TIP) by providing office space and administrative support.

### New Recruit Training

Within the new recruit training section successful apprenticeship candidates are sworn into service, and then enter the general Firefighter/EMT Training Academy, where they join other new recruits and begin three phases of Firefighter/EMT training.

- ◆ **Phase 1:** New recruits receive 16 weeks of classroom education, safety information, and practical training at the Academy.
- ◆ **Phase 2:** The new Firefighter/EMTs are assigned to Station 2, where they start 12 weeks of shift work and receive further training.
- ◆ **Phase 3:** The new Firefighter/EMTs are transferred to stations around the City where they spend five months of independent learning and continuing evaluation.

### In-Service Training

The In-Service training section picks up where the recruit training leaves off. All Firefighter/EMTs in the City are continuously evaluated to ensure their skills are sufficient to meet the extreme demands of the job.

In-Service Training includes daily hands on technical drills, safety education, and specialty exercises. When the Portland Fire and Rescue adopts new procedures and techniques, such as new high rise procedures, the Training and Safety Division ensures the proficiency of all the officers and Firefighter/EMTs. In-Service training also includes career development, safety programs, loss control, research and development, and maintaining standards and certifications.

Training Goals for FY1999-01 include

- ◆ Develop and promote regionally training with other agencies.
- ◆ Create In Service Officer Training Program.
- ◆ Pursue National and State Certifications.
- ◆ Develop Community Partnership Programs.
- ◆ Develop the Field Training Evaluation Program (FTEP).
- ◆ Pursue revenue opportunities available from the bureau's facility and personnel.
- ◆ Develop a Health and Wellness Program.
- ◆ Develop Community Training Programs for Neighborhood Emergency Teams.

## PREVENTION

### Overview

The Prevention Division has four distinct functional areas that comprise the Portland Fire and Rescue's proactive efforts to make Portland a safer community. They include Code Enforcement, Plan Review, Public Education and Fire Investigation activities. Additionally, an administrative section provides management and support staff to these programs. Overall, the Prevention Division continues to improve its efforts at preventing fire losses as compared with like jurisdictions nationally.

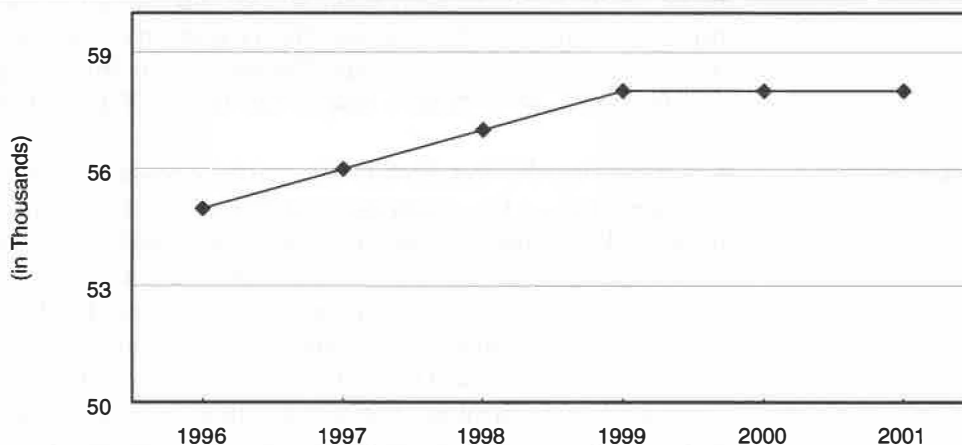


|                           |   |
|---------------------------|---|
| <b>Code Enforcement</b>   | <p>The Code enforcement section identifies and seeks to mitigate fire hazards in commercial establishments and multi-family dwellings of 3 or more units. Activities include regular inspections to ensure that occupancies adhere to the safe practices outlined in the fire code. These inspections are conducted by regular 40-hour Inspectors, some specialized 40-hour Inspectors who work on more specific code enforcement problems, and 53-hour Shift Inspectors assigned to fire stations. This program receives significant funding from the Enhanced Prevention Fee Program. The net revenue from this program will increase by \$250,000 in FY 1999-00 per a budget note in the FY 1998-99 budget.</p>  |
| <b>Plans Review</b>       | <p>Within the Plans Review Section, specialized inspectors review construction and development plans for compliance with fire and life safety provisions of the fire code. These specialized Inspectors also perform plan reviews and field inspections and approval of all fire alarms, automatic sprinkler systems, other automatic fire extinguishing systems, flammable liquid tanks and hazardous process piping. The Inspectors work cooperatively with the Bureau of Buildings to ensure a smooth transition from the construction of a project, which is regulated primarily by the building code, to its regular eventual use, which is regulated by the fire code. Working together, the Fire Bureau and the Bureau of Buildings ensure that fire safety is accomplished through proper engineering. The primary goal for the plans review section is to maintain the processing standards and quality customer service goals established through the development review process and Blue Print 2000.</p>   |
| <b>Public Education</b>   | <p>The Prevention Division also devotes specialized Inspectors to public education activities. Nearly three quarters of the fires and nearly all of the fire deaths take place in Portland residential occupancies, where the Fire Marshal is not empowered to inspect or codes cannot apply. Consequently, the bureau devotes specific resources to educate the people of Portland, especially the demographic groups most at risk, about the correct behaviors they can use to assure their own safety. A primary goal for this unit is to develop a partnership with other agencies and City bureaus to successfully implement the adoption of an all risk safety curriculum in Portland schools.</p> <p>Additionally, the Prevention Division of the Bureau intends to focus increased attention on those population segments with high risk audiences who experience a higher incidence of fires and fire deaths. This division will also continue its efforts to reduce the number of juvenile firesetters in Portland. The long-range strategy includes a continued reduction in fire incident rates for residential properties.</p> |
| <b>Fire Investigation</b> | <p>The Fire Investigation unit contains specialized Inspectors who are also sworn peace officers. They investigate most fires for cause and help guide the planning efforts of the Prevention Division by relaying critical information about contributing factors which cause or spread fires. They serve as a research arm of the Portland Fire and Rescue to help target prevention efforts more accurately. Fire investigators also handle fire arson cases, and in partnership with Portland Police, help to prosecute the crime of arson. They serve as a significant deterrent to deliberately set fires in Portland.</p>  |

## Performance Measures

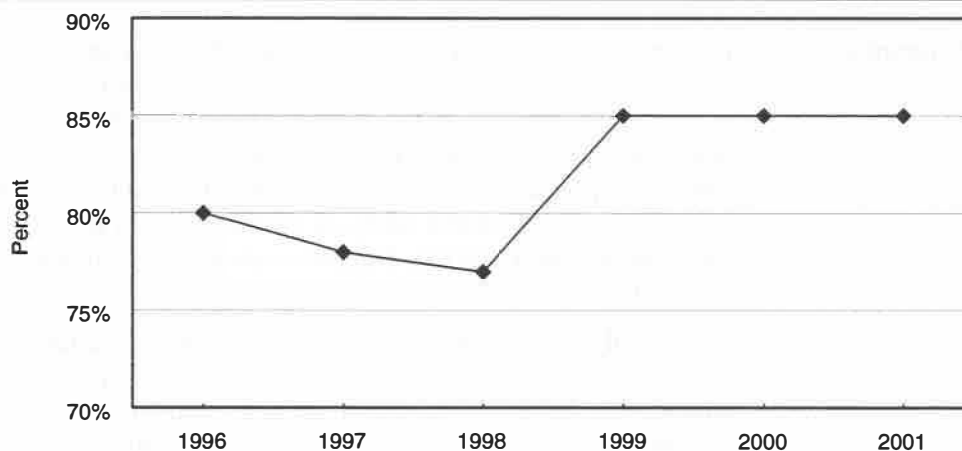
**Number of Emergency Response Calls**

- ◆ The bureau has seen a constant increase in the number of emergency response calls, in direct correlation to the rise in population.
- ◆ 75% of the calls responded to are medical in nature.
- ◆ Portland Fire and Rescue serves a population of 510,000 and provides coverage to 149.5 square mile.



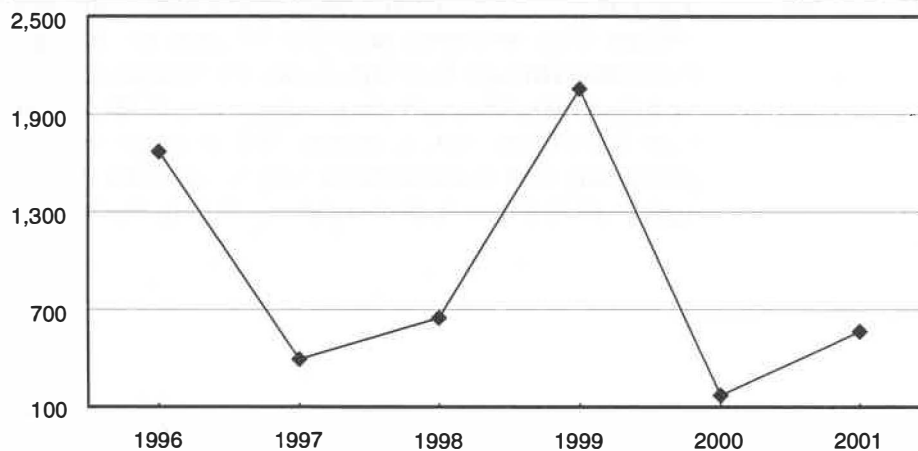
**Response Time under 5 minutes 20 seconds**

- ◆ Study findings indicate that getting medical help within the first few minutes of a trauma or medical emergency can make a dramatic difference in a patient's recovery.
- ◆ Four additional fire stations will be built within the next few years to ensure that the Bureau continues to provide an adequate level of emergency response.



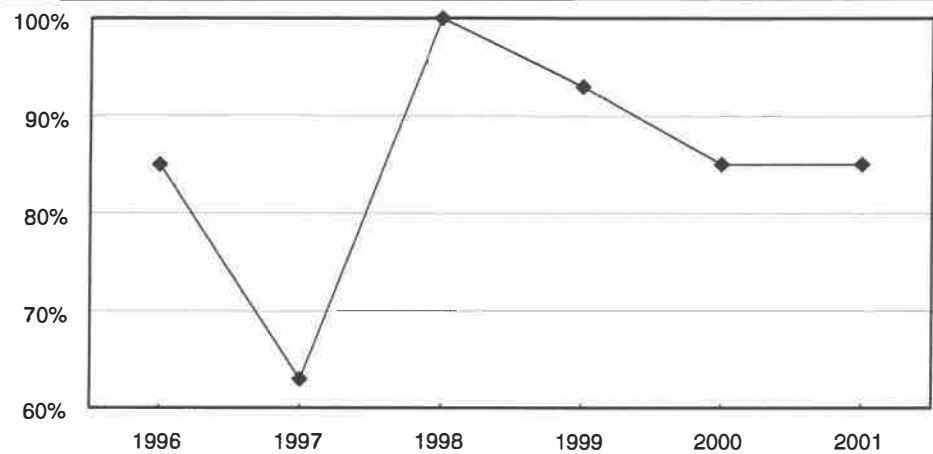
**Number of Applicants for Positions**

- ◆ Depending on the fiscal year, various exams are given for uniform positions. The chart shows how the total number of applicants fluctuates, depending on the type and number of exams being given.
- ◆ Lieutenant, Captain and Chief positions usually have fewer applicants than the entry level positions of Firefighter and EMT.



**Percent of Recruits Trained Successfully**

- ◆ Portland Fire and Rescue's Training Academy provides an extensive program through classroom training, Training Station shift work; and continued learning and evaluation at an assigned station.



# Bureau of Fire, Rescue and Emergency Services AU 124

## LINE ITEM DETAIL

|   | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>Personnel Services</b>                   |                      |                      |                       |                        |                       |
| 511000 Full-Time Employees                  | 29,319,848           | 29,506,418           | 38,672,138            | 39,799,159             | 39,832,978            |
| 512000 Part-Time Employees                  | 213,889              | 158,045              | 255,825               | 313,667                | 313,667               |
| 514000 Overtime                             | 998,312              | 867,909              | 840,810               | 865,864                | 865,864               |
| 515000 Premium Pay                          | 5,741,923            | 4,899,586            | 4,977,695             | 5,324,378              | 5,324,378             |
| 517000 Benefits                             | 6,893,359            | 6,738,663            | 6,922,373             | 7,120,855              | 7,128,968             |
| 518000 Paid Absence                         | 5,987,115            | 5,972,257            | 0                     | 0                      | 0                     |
| <b>Total Personnel Services</b>             | <b>49,154,446</b>    | <b>48,142,878</b>    | <b>51,668,841</b>     | <b>53,423,923</b>      | <b>53,465,855</b>     |
| <b>Materials and Services</b>               |                      |                      |                       |                        |                       |
| <b>External Materials and Service</b>       |                      |                      |                       |                        |                       |
| 521000 Professional Services                | 295,267              | 284,529              | 497,644               | 424,414                | 431,065               |
| 522000 Utilities                            | 311,075              | 302,409              | 361,658               | 308,060                | 308,060               |
| 523000 Equipment Rental                     | 4,778                | 2,556                | 28,262                | 28,761                 | 28,761                |
| 524000 Repair & Maintenance Services        | 571,638              | 588,569              | 634,594               | 629,410                | 629,410               |
| 525000 Non-Capital Improvement              | 0                    | 0                    | 0                     | 0                      | 0                     |
| 528000 Local Match Payments                 | 0                    | 0                    | 0                     | 0                      | 0                     |
| 529000 Miscellaneous Services               | 123,173              | 108,112              | 100,463               | 93,263                 | 93,263                |
| 531000 Office Supplies                      | 67,991               | 67,381               | 115,268               | 115,600                | 115,600               |
| 532000 Operating Supplies                   | 840,917              | 675,624              | 826,895               | 781,579                | 781,579               |
| 533000 Repair & Maintenance Supplies        | 617,663              | 464,328              | 494,710               | 483,876                | 483,876               |
| 534000 Minor Equipment & Tools              | 265,667              | 351,962              | 312,292               | 314,481                | 314,481               |
| 535000 Clothing & Uniforms                  | 506,528              | 420,289              | 201,571               | 288,942                | 288,942               |
| 539000 Other Commodities External           | 10,165               | 7,121                | 9,590                 | 10,361                 | 10,361                |
| 541000 Education                            | 161,590              | 125,623              | 229,684               | 217,774                | 217,774               |
| 542000 Local Travel                         | 5,495                | 6,999                | 17,182                | 17,537                 | 17,537                |
| 543000 Out-of-Town Travel                   | 66,654               | 74,474               | 75,813                | 75,987                 | 75,987                |
| 544000 Space Rental                         | 79,355               | 87,922               | 90,019                | 93,060                 | 93,060                |
| 545000 Interest                             | 0                    | 0                    | 0                     | 0                      | 0                     |
| 546000 Refunds                              | 0                    | 0                    | 66,696                | 5,000                  | 5,000                 |
| 547000 Retirement System Payments           | 77,122               | 83,196               | 87,550                | 89,100                 | 89,100                |
| 549000 Miscellaneous                        | 14,057               | 32,824               | 23,888                | 23,772                 | 23,772                |
| <b>Total External Materials and Service</b> | <b>4,019,135</b>     | <b>3,683,918</b>     | <b>4,173,779</b>      | <b>4,000,977</b>       | <b>4,007,628</b>      |
| <b>Internal Materials and Service</b>       |                      |                      |                       |                        |                       |
| 551000 Fleet Services                       | 456,745              | 377,112              | 473,862               | 530,025                | 530,025               |
| 552000 Printing & Distribution              | 120,450              | 106,263              | 133,858               | 148,687                | 148,687               |
| 553000 Facilities Services                  | 41,766               | 55,175               | 40,117                | 40,416                 | 40,416                |
| 554000 Communications Services              | 1,027,927            | 761,484              | 790,208               | 833,911                | 833,911               |
| 555000 Data Processing Services             | 54,476               | 53,966               | 116,692               | 127,698                | 127,698               |
| 556000 Insurance                            | 611,130              | 737,272              | 832,556               | 883,494                | 883,494               |
| 557000 Master Lease                         | 464,381              | 511,606              | 0                     | 0                      | 0                     |
| 558000 Same Fund Services                   | 21,609               | 12,592               | 13,716                | 13,300                 | 13,300                |
| 559000 Other Fund Services                  | 1,895,501            | 2,019,990            | 4,680                 | 21,605                 | 21,605                |
| <b>Total Internal Materials and Service</b> | <b>4,693,985</b>     | <b>4,635,460</b>     | <b>2,405,689</b>      | <b>2,599,136</b>       | <b>2,599,136</b>      |
| <b>Total Materials and Services</b>         | <b>8,713,120</b>     | <b>8,319,378</b>     | <b>6,579,468</b>      | <b>6,600,113</b>       | <b>6,606,764</b>      |
| <b>Capital Outlay</b>                       |                      |                      |                       |                        |                       |
| 561000 Land                                 | 0                    | 0                    | 0                     | 0                      | 0                     |
| 562000 Buildings                            | 0                    | 0                    | 0                     | 0                      | 0                     |
| 563000 Improvements                         | 644,863              | 363,882              | 1,027,326             | 0                      | 50,000                |
| 564000 Capital Equipment                    | 947,731              | 1,241,034            | 1,792,452             | 1,022,401              | 1,022,401             |
| 565000 Facilities Lease/Purchase            | 0                    | 0                    | 0                     | 0                      | 0                     |
| 566000 Equipment Lease/Purchase             | 0                    | 0                    | 0                     | 0                      | 0                     |
| 568000 Other Capital Expenditure            | 0                    | 0                    | 0                     | 0                      | 0                     |
| 569000 Depreciation                         | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>Total Capital Outlay</b>                 | <b>1,592,594</b>     | <b>1,604,916</b>     | <b>2,819,778</b>      | <b>1,022,401</b>       | <b>1,072,401</b>      |
| 573000 Equipment Cash Transfers             | 60,825               | 0                    | 225,000               | 0                      | 0                     |
| 576000 Minor Equipment Transfers            | 0                    | 77,580               | 5,036                 | 0                      | 0                     |
| <b>TOTAL BUREAU EXPENSES</b>                | <b>\$ 59,520,985</b> | <b>\$ 58,144,752</b> | <b>\$ 61,298,123</b>  | <b>\$ 61,046,437</b>   | <b>\$ 61,145,020</b>  |

# Bureau of Fire, Rescue and Emergency Services AU 124

## BUDGET DECISIONS

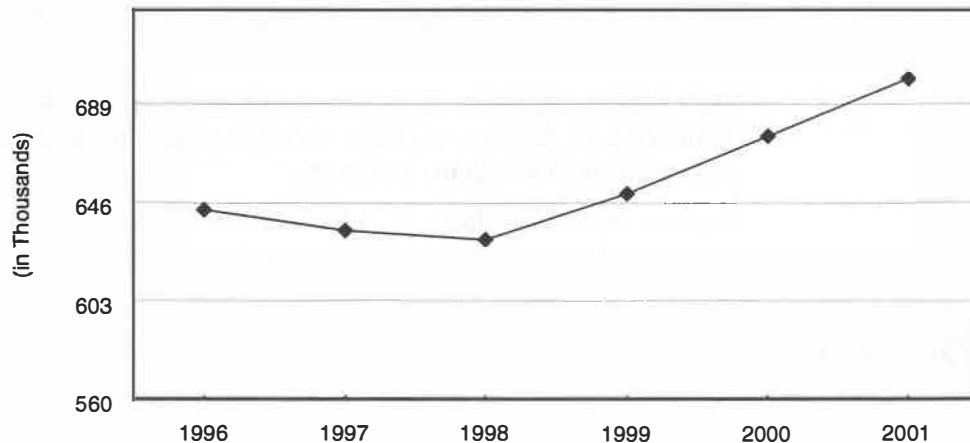
This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Service Level (CSL) requirements.

| ACTION  | AMOUNT    |          |                      | FTE          | DECISION                                    |
|---|-----------|----------|----------------------|--------------|---|
|   | Ongoing   | One-Time | Total Package        |              |   |
| 59,687,997                                      |           | 0        | 59,687,997           | 724.0        | FY 1999-2000 Current Service Level Estimate |
| <b>CSL Estimate Adjustments</b>                 |           |          |                      |              | None  |
| <b>Mayor's Proposed Budget Decisions</b>        |           |          |                      |              |   |
| 0   | 1,000,000 |          | 1,000,000            | 0.0          | CRC Replacement Apparatus                   |
| 350,000   |           | 0        | 350,000              | 6.0          | Station Staffing                            |
| 8,440   |           | 0        | 8,440                | 0.0          | BIT Interagency                             |
| <b>Approved Budget Additions and Reductions</b> |           |          |                      |              |   |
| 0   |           | 0        | 0                    |              | None  |
| <b>Adopted Budget Additions and Reductions</b>  |           |          |                      |              |   |
| 48,583  |           | 0        | 48,583               | 0.0          | IT Position Adjustment                      |
| 50,000  |           | 0        | 50,000               | 0.0          | Ground Remediation CIP Carryover            |
| 457,023   | 1,000,000 |          | 1,457,023            | 6.0          | Total FY 1999-2000 Decision Packages        |
|   |           |          | <b>\$ 61,145,020</b> | <b>730.0</b> | Total Adopted Budget                        |
| <b>FY1999-2000 Decision Packages Not Funded</b> |           |          |                      |              | None  |
|   |           |          | <b>\$ 0</b>          | <b>0.0</b>   | Total Decision Packages Not Funded          |

## Performance Measures

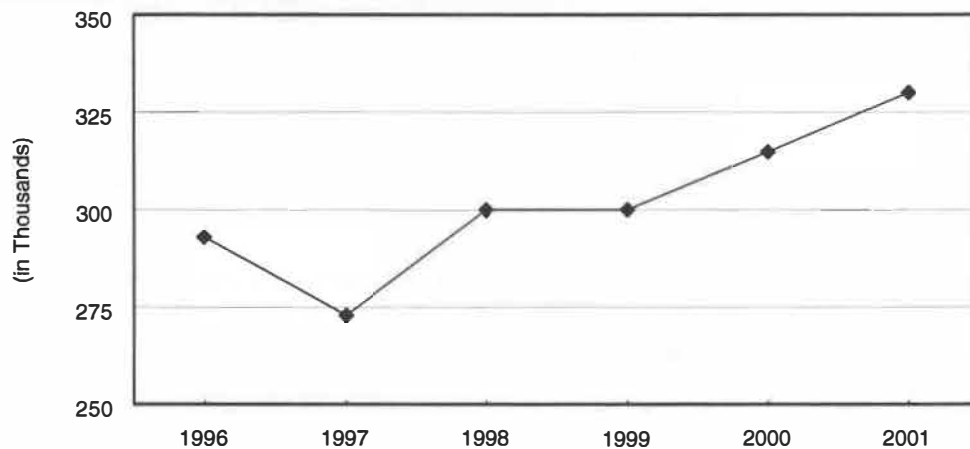
**Emergency 9-1-1 Calls**

- ◆ The volume of 9-1-1 emergency calls varies with the change in population of Multnomah County.
- ◆ An improved call tracking system identified a higher number of calls starting in FY 1994-95.



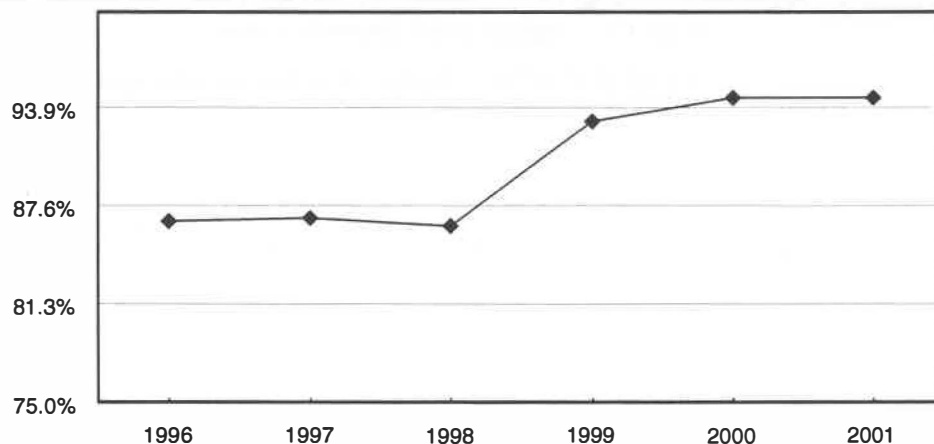
**Non-Emergency Calls**

- ◆ The volume of calls to the non-emergency number varies with the usage of the non-emergency phone number, and the overall call volume to the Bureau.
- ◆ Implementation of the public education program should create a sharp increase in non-emergency calls.



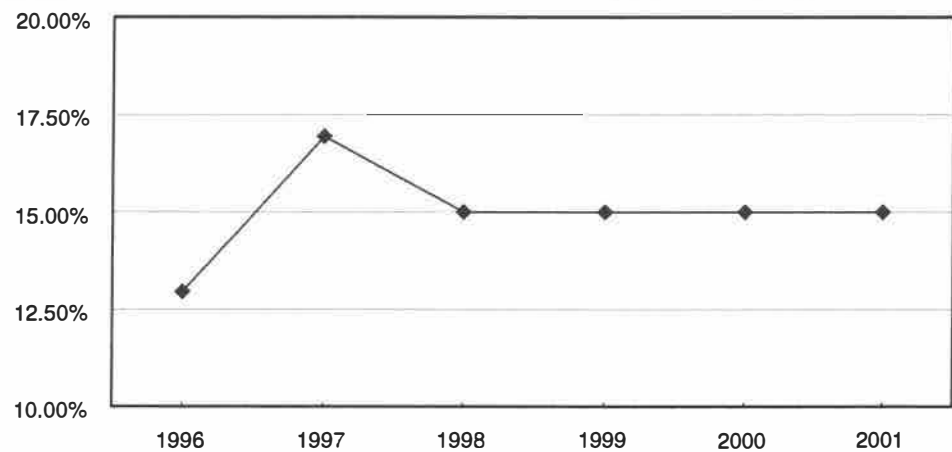
**% Calls Answered Within 20 Seconds**

- ◆ As current recruitment efforts lead to a full staffing level of certified emergency communications operators, BOEC expects performance to improve.



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

- ◆ The objective is to manage administrative costs to 15% or less of the total BOEC budget.



**Bureau of Emergency Communications AU 620****PERFORMANCE MEASURES**

|   | Actual<br>FY 1995-96 | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Yr End Est.<br>FY 1998-99 | Target<br>FY 1999-00 | Target<br>FY 2000-01 |
|---|----------------------|----------------------|----------------------|---------------------------|----------------------|----------------------|
| <b>Administration</b>                       |                      |                      |                      |                           |                      |                      |
| <b>Workload</b>                             |                      |                      |                      |                           |                      |                      |
| Administrative cost as a % of total budget. | 12.96%               | 16.94%               | 15.00%               | 15.00%                    | 15.00%               | 15.00%               |
| <b>911 Operations</b>                       |                      |                      |                      |                           |                      |                      |
| <b>Workload</b>                             |                      |                      |                      |                           |                      |                      |
| Emergency 9-1-1 Calls                       | 643,010              | 633,519              | 630,000              | 650,000                   | 675,000              | 700,000              |
| Non-Emergency Calls                         | 292,632              | 273,097              | 300,000              | 300,000                   | 315,000              | 330,000              |
| % Calls Answered within 20 Seconds          | 86.6%                | 86.8%                | 86.3%                | 93.0%                     | 94.5%                | 94.5%                |



# Bureau of Emergency Communications AU 620

## SUMMARY OF BUREAU BUDGET

|   | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>EXPENDITURES</b>   |                      |                      |                       |                        |                       |
| <b>Operating Budget</b>   |                      |                      |                       |                        |                       |
| Personal Services   | 8,543,485            | 9,915,654            | 11,074,913            | 11,181,082             | 11,181,082            |
| External Materials and Service  | 652,458              | 743,119              | 639,282               | 959,707                | 898,562               |
| Internal Materials and Service  | 966,657              | 1,003,900            | 1,066,881             | 1,150,659              | 1,150,659             |
| Minor Capital Outlay  | 0                    | 0                    | 0                     | 0                      | 0                     |
| Equipment Cash Transfers  | 31,500               | 17,493               | 0                     | 0                      | 0                     |
| <b>Total Operating Budget</b>   | 10,194,100           | 11,680,166           | 12,781,076            | 13,291,448             | 13,230,303            |
| Capital Improvements  | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>TOTAL BUREAU EXPENDITURES</b>  | <b>\$ 10,194,100</b> | <b>\$ 11,680,166</b> | <b>\$ 12,781,076</b>  | <b>\$ 13,291,448</b>   | <b>\$ 13,230,303</b>  |
| Allocated Overhead Costs  |                      |                      | 377,488               | 356,880                | 351,627               |
| <b>Total Cost with Allocated Overhead</b>   |                      |                      | 13,158,564            | 13,648,328             | 13,581,930            |
| <b>Authorized Full-Time Positions</b>   |                      |                      |                       |                        |                       |
| General Fund Discretionary  |                      |                      |                       |                        |                       |
| <b>TOTAL POSITIONS</b>  | <b>152</b>           | <b>152</b>           | <b>155</b>            | <b>165</b>             | <b>165</b>            |
| <b>RESOURCES</b>  |                      |                      |                       |                        |                       |
| Bureau of Emergency Communication   |                      | 0                    | 0                     | 0                      | 0                     |
| Discretionary General Fund  |                      | 7,593,055            | 8,826,476             | 9,121,012              | 9,183,325             |
| <b>Non-Discretionary Revenues</b>   |                      |                      |                       |                        |                       |
| Grants & Donations  |                      | 0                    | 0                     | 0                      | 0                     |
| Contract Revenues   |                      | 3,982,054            | 3,849,100             | 4,040,436              | 3,916,978             |
| Interagency Revenues  |                      | 0                    | 0                     | 0                      | 0                     |
| Bureau Program Revenues   |                      | 105,057              | 105,500               | 130,000                | 130,000               |
| Overhead Revenues   |                      | 0                    | 0                     | 0                      | 0                     |
| <b>Total Non-Discretionary Revenues</b>   |                      | 4,087,111            | 3,954,600             | 4,170,436              | 4,046,978             |
| <b>Total General Fund Resources</b>   |                      | 11,680,166           | 12,781,076            | 13,291,448             | 13,230,303            |
| <b>TOTAL RESOURCES</b>  |                      | <b>\$ 11,680,166</b> | <b>\$ 12,781,076</b>  | <b>\$ 13,291,448</b>   | <b>\$ 13,230,303</b>  |
| Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.         |                      |                      |                       |                        |                       |
| Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue. |                      |                      |                       |                        |                       |
| <b>PROGRAMS</b>   |                      |                      |                       |                        |                       |
| Administration  |                      | 746,195              | 877,236               | 792,264                | 731,119               |
| Positions   |                      | 7                    | 6                     | 9                      | 9                     |
| 911 Operations  |                      | 10,933,971           | 11,903,840            | 12,499,184             | 12,499,184            |
| Positions   |                      | 145                  | 149                   | 156                    | 156                   |
| <b>TOTAL PROGRAMS</b>   |                      | <b>\$ 11,680,166</b> | <b>\$ 12,781,076</b>  | <b>\$ 13,291,448</b>   | <b>\$ 13,230,303</b>  |
| Positions   |                      | <b>152</b>           | <b>155</b>            | <b>165</b>             | <b>165</b>            |

## Bureau of Emergency Communications AU 620

## LINE ITEM DETAIL

|   | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>Personnel Services</b>                   |                      |                      |                       |                        |                       |
| 511000 Full-Time Employees                  | 4,367,584            | 5,322,969            | 7,015,429             | 7,481,944              | 7,481,944             |
| 512000 Part-Time Employees                  | 13,963               | 28,484               | 157,180               | 220,000                | 220,000               |
| 514000 Overtime                             | 926,437              | 880,917              | 1,000,000             | 918,000                | 918,000               |
| 515000 Premium Pay                          | 16,374               | 11,962               | 20,760                | 10,000                 | 10,000                |
| 517000 Benefits                             | 2,196,622            | 2,494,504            | 2,881,544             | 2,551,138              | 2,551,138             |
| 518000 Paid Absence                         | 1,022,505            | 1,176,818            | 0                     | 0                      | 0                     |
| <b>Total Personnel Services</b>             | <b>8,543,485</b>     | <b>9,915,654</b>     | <b>11,074,913</b>     | <b>11,181,082</b>      | <b>11,181,082</b>     |
| <b>Materials and Services</b>               |                      |                      |                       |                        |                       |
| <b>External Materials and Service</b>       |                      |                      |                       |                        |                       |
| 521000 Professional Services                | 28,574               | 110,799              | 90,544                | 228,737                | 228,737               |
| 522000 Utilities                            | 0                    | 0                    | 0                     | 0                      | 0                     |
| 523000 Equipment Rental                     | 513                  | 2,130                | 1,118                 | 3,500                  | 3,500                 |
| 524000 Repair & Maintenance Services        | 271,855              | 163,353              | 142,639               | 162,000                | 162,000               |
| 525000 Non-Capital Improvement              | 0                    | 0                    | 0                     | 0                      | 0                     |
| 528000 Local Match Payments                 | 0                    | 0                    | 0                     | 0                      | 0                     |
| 529000 Miscellaneous Services               | 81,877               | 82,598               | 103,776               | 99,276                 | 99,276                |
| 531000 Office Supplies                      | 15,310               | 37,260               | 15,522                | 35,000                 | 35,000                |
| 532000 Operating Supplies                   | 23,064               | 24,374               | 21,611                | 27,000                 | 27,000                |
| 533000 Repair & Maintenance Supplies        | 0                    | 0                    | 0                     | 0                      | 0                     |
| 534000 Minor Equipment & Tools              | 167,359              | 270,549              | 176,919               | 313,869                | 252,724               |
| 535000 Clothing & Uniforms                  | 0                    | 0                    | 0                     | 0                      | 0                     |
| 539000 Other Commodities External           | 0                    | 0                    | 0                     | 0                      | 0                     |
| 541000 Education                            | 11,395               | 14,738               | 42,233                | 44,225                 | 44,225                |
| 542000 Local Travel                         | 1,419                | 1,569                | 1,036                 | 1,100                  | 1,100                 |
| 543000 Out-of-Town Travel                   | 4,056                | 3,900                | 9,315                 | 10,000                 | 10,000                |
| 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                        | 47,036               | 31,849               | 34,569                | 35,000                 | 35,000                |
| <b>Total External Materials and Service</b> | <b>652,458</b>       | <b>743,119</b>       | <b>639,282</b>        | <b>959,707</b>         | <b>898,562</b>        |
| <b>Internal Materials and Service</b>       |                      |                      |                       |                        |                       |
| 551000 Fleet Services                       | 5,744                | 5,990                | 6,366                 | 6,942                  | 6,942                 |
| 552000 Printing & Distribution              | 19,955               | 31,970               | 35,712                | 37,033                 | 37,033                |
| 553000 Facilities Services                  | 268,673              | 236,801              | 257,928               | 267,048                | 267,048               |
| 554000 Communications Services              | 340,062              | 403,921              | 427,390               | 483,358                | 483,358               |
| 555000 Data Processing Services             | 58,802               | 60,881               | 72,631                | 80,084                 | 80,084                |
| 556000 Insurance                            | 271,981              | 262,412              | 264,318               | 273,833                | 273,833               |
| 557000 Master Lease                         | 0                    | 0                    | 0                     | 0                      | 0                     |
| 558000 Same Fund Services                   | 0                    | 0                    | 0                     | 0                      | 0                     |
| 559000 Other Fund Services                  | 1,440                | 1,925                | 2,536                 | 2,361                  | 2,361                 |
| <b>Total Internal Materials and Service</b> | <b>966,657</b>       | <b>1,003,900</b>     | <b>1,066,881</b>      | <b>1,150,659</b>       | <b>1,150,659</b>      |
| <b>Total Materials and Services</b>         | <b>1,619,115</b>     | <b>1,747,019</b>     | <b>1,706,163</b>      | <b>2,110,366</b>       | <b>2,049,221</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                     |
| 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             | 31,500               | 17,493               | 0                     | 0                      | 0                     |
| 576000 Minor Equipment Transfers            | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>TOTAL BUREAU EXPENSES</b>                | <b>\$ 10,194,100</b> | <b>\$ 11,680,166</b> | <b>\$ 12,781,076</b>  | <b>\$ 13,291,448</b>   | <b>\$ 13,230,303</b>  |

# Bureau of Emergency Communications AU 620

## FULL-TIME POSITIONS

| Class                            | Title                            | Actual<br>FY 1997 | Actual<br>FY 1998 | Revised<br>FY 1998-99 |                     | Approved<br>FY 1999-00 |                     | Adopted<br>FY 1999-00 |                     |
|----------------------------------|----------------------------------|-------------------|-------------------|-----------------------|---------------------|------------------------|---------------------|-----------------------|---------------------|
|                                  |                                  | No.               | No.               | No.                   | Amount              | No.                    | Amount              | No.                   | Amount              |
| 819                              | Administrative Assistant         | 0                 | 0                 | 1                     | 30,042              | 2                      | 80,834              | 2                     | 80,834              |
| 926                              | Administrative Services Manager  | 2                 | 3                 | 3                     | 190,572             | 2                      | 134,960             | 2                     | 134,960             |
| 929                              | Bureau Operating Manager         | 1                 | 1                 | 1                     | 73,225              | 1                      | 60,918              | 1                     | 60,918              |
| 114                              | Clerical Specialist              | 2                 | 1                 | 1                     | 30,094              | 0                      | 0                   | 0                     | 0                   |
| 2502                             | Computer Assistant               | 0                 | 0                 | 1                     | 28,384              | 0                      | 0                   | 0                     | 0                   |
| 319                              | Emergency Comm Supervisor        | 14                | 15                | 0                     | 0                   | 0                      | 0                   | 0                     | 0                   |
| 317                              | Emergency Comm Operator I        | 0                 | 0                 | 0                     | 0                   | 3                      | 139,990             | 3                     | 139,990             |
| 318                              | Emergency Comm Operator II       | 120               | 118               | 118                   | 5,040,352           | 118                    | 4,946,855           | 118                   | 4,946,855           |
| 325                              | Emergency Comm Supervisor I      | 0                 | 0                 | 8                     | 451,696             | 10                     | 553,121             | 10                    | 553,121             |
| 326                              | Emergency Comm Supervisor II     | 0                 | 0                 | 7                     | 407,702             | 7                      | 390,842             | 7                     | 390,842             |
| 917                              | Emergency Communication Director | 1                 | 1                 | 1                     | 90,666              | 1                      | 91,858              | 1                     | 91,858              |
| 2522                             | Info Systems Tech I              | 0                 | 0                 | 1                     | 30,042              | 1                      | 40,545              | 1                     | 40,545              |
| 2523                             | Info Systems Tech II             | 0                 | 0                 | 0                     | 0                   | 4                      | 174,182             | 4                     | 174,182             |
| 2542                             | Information Systems Analyst II   | 2                 | 1                 | 4                     | 180,755             | 3                      | 147,597             | 3                     | 147,597             |
| 2543                             | Information Systems Analyst III  | 0                 | 0                 | 0                     | 0                   | 2                      | 102,956             | 2                     | 102,956             |
| 2544                             | Information Systems Analyst IV   | 1                 | 2                 | 0                     | 0                   | 0                      | 0                   | 0                     | 0                   |
| 2550                             | Information Systems Manager      | 0                 | 1                 | 0                     | 0                   | 0                      | 0                   | 0                     | 0                   |
| 2546                             | Information Systems Supervisor   | 1                 | 0                 | 0                     | 0                   | 0                      | 0                   | 0                     | 0                   |
| 2540                             | MIS Support Technician           | 1                 | 1                 | 0                     | 0                   | 0                      | 0                   | 0                     | 0                   |
| 2545                             | Principal Info Systems Analyst   | 0                 | 0                 | 2                     | 113,260             | 2                      | 123,390             | 2                     | 123,390             |
| 953                              | Principal Mgmt Analyst           | 0                 | 0                 | 0                     | 0                   | 1                      | 56,054              | 1                     | 56,054              |
| 968                              | Program Manager I                | 0                 | 1                 | 1                     | 59,164              | 2                      | 115,127             | 2                     | 115,127             |
| 970                              | Program Manager II               | 2                 | 2                 | 2                     | 113,491             | 3                      | 180,377             | 3                     | 180,377             |
| 220                              | Secretarial Clerk I              | 1                 | 0                 | 0                     | 0                   | 0                      | 0                   | 0                     | 0                   |
| 221                              | Secretarial Clerk II             | 3                 | 4                 | 2                     | 56,083              | 2                      | 64,676              | 2                     | 64,676              |
| 828                              | Senior Financial Analyst         | 1                 | 1                 | 1                     | 49,850              | 0                      | 0                   | 0                     | 0                   |
| 2552                             | Senior Information Systems Mgr   | 0                 | 0                 | 1                     | 70,051              | 1                      | 77,662              | 1                     | 77,662              |
| <b>TOTAL FULL-TIME POSITIONS</b> |                                  | <b>152</b>        | <b>152</b>        | <b>155</b>            | <b>\$ 7,015,429</b> | <b>165</b>             | <b>\$ 7,481,944</b> | <b>165</b>            | <b>\$ 7,481,944</b> |

# Bureau of Emergency Communications AU 620

## BUDGET DECISIONS

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

| ACTION  | AMOUNT  |          |                      | FTE          | DECISION                                    |
|---|---------|----------|----------------------|--------------|---|
|   | Ongoing | One-Time | Total Package        |              |   |
| 13,162,134                                      |         |          | 13,162,134           | 165.0        | FY 1999-2000 Current Service Level Estimate |
| <b>CSL Estimate Adjustments</b>                 |         |          |                      |              | None  |
| <b>Mayor's Proposed Budget Decisions</b>        | 5,856   |          | 5,856                |              | BIT Interagency                             |
| <b>Approved Budget Additions and Reductions</b> |         |          |                      |              | None  |
| <b>Adopted Budget Additions and Reductions</b>  | 62,313  |          | 62,313               |              | IT Position Adjustment                      |
| 68,169  |         |          | 68,169               |              | Total FY 1999-2000 Decision Packages        |
|   |         |          | <b>\$ 13,230,303</b> | <b>165.0</b> | Total Adopted Budget                        |
| <b>FY1999-2000 Decision Packages Not Funded</b> |         |          |                      |              | None  |
|   |         |          | <b>\$</b>            |              | Total Decision Packages Not Funded          |

# Emergency Communication Fund – 115

## FUND SUMMARY

|   | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Yr End Est.<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|----------------------|----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| <b>RESOURCES</b>                        |                      |                      |                       |                           |                        |                       |
| <b>External Revenues</b>                |                      |                      |                       |                           |                        |                       |
| <b>Service Charges and Fees</b>         |                      |                      |                       |                           |                        |                       |
| Miscellaneous                           | 23,978               | 39,948               | 25,500                | 25,000                    | 50,000                 | 50,000                |
|   | 23,978               | 39,948               | 25,500                | 25,000                    | 50,000                 | 50,000                |
| <b>State Sources</b>                    |                      |                      |                       |                           |                        |                       |
| State Cost Sharing                      | 1,732,921            | 1,858,446            | 1,774,083             | 2,124,804                 | 2,240,507              | 2,240,507             |
|   | 1,732,921            | 1,858,446            | 1,774,083             | 2,124,804                 | 2,240,507              | 2,240,507             |
| <b>Local Sources</b>                    |                      |                      |                       |                           |                        |                       |
| Local Cost Sharing                      | 1,625,201            | 1,735,374            | 2,076,443             | 1,999,999                 | 2,048,711              | 2,048,711             |
| Multnomah County Cost Sharing           | 464,049              | 455,761              | 663,600               | 663,600                   | 543,954                | 543,954               |
|   | 2,089,250            | 2,191,135            | 2,740,043             | 2,663,599                 | 2,592,665              | 2,592,665             |
| <b>Miscellaneous Revenues</b>           |                      |                      |                       |                           |                        |                       |
| Interest Earned                         | 81,346               | 65,109               | 80,000                | 80,000                    | 80,000                 | 80,000                |
|   | 81,346               | 65,109               | 80,000                | 80,000                    | 80,000                 | 80,000                |
| <b>Total External Revenues</b>          | <b>3,927,495</b>     | <b>4,154,638</b>     | <b>4,619,626</b>      | <b>4,893,403</b>          | <b>4,963,172</b>       | <b>4,963,172</b>      |
| <b>Internal Revenues</b>                |                      |                      |                       |                           |                        |                       |
| <b>Other Cash Transfers</b>             |                      |                      |                       |                           |                        |                       |
| General Fund                            | 0                    | 388,000              | 8,626,476             | 8,626,476                 | 8,901,012              | 8,963,325             |
| Public Safety Capital Fund              | 0                    | 0                    | 200,000               | 0                         | 220,000                | 220,000               |
|   | 0                    | 388,000              | 8,826,476             | 8,626,476                 | 9,121,012              | 9,183,325             |
| <b>Interfund Service Reimbursements</b> |                      |                      |                       |                           |                        |                       |
| Fire Bureau                             | 1,852,463            | 2,011,170            | 0                     | 0                         | 0                      | 0                     |
| Police Bureau                           | 5,702,401            | 5,193,885            | 0                     | 0                         | 0                      | 0                     |
|   | 7,554,864            | 7,205,055            | 0                     | 0                         | 0                      | 0                     |
| <b>Total Internal Revenues</b>          | <b>7,554,864</b>     | <b>7,593,055</b>     | <b>8,826,476</b>      | <b>8,626,476</b>          | <b>9,121,012</b>       | <b>9,183,325</b>      |
| <b>Beginning Fund Balance</b>           | <b>1,228,327</b>     | <b>2,197,291</b>     | <b>1,687,202</b>      | <b>1,520,249</b>          | <b>2,013,518</b>       | <b>2,013,518</b>      |
| <b>TOTAL RESOURCES</b>                  | <b>\$ 12,710,686</b> | <b>\$ 13,944,984</b> | <b>\$ 15,133,304</b>  | <b>\$ 15,040,128</b>      | <b>\$ 16,097,702</b>   | <b>\$ 16,160,015</b>  |
| <b>REQUIREMENTS</b>                     |                      |                      |                       |                           |                        |                       |
| <b>Bureau Expenses</b>                  |                      |                      |                       |                           |                        |                       |
| <b>Personal Services</b>                |                      |                      |                       |                           |                        |                       |
|   | 8,543,485            | 9,915,654            | 11,074,913            | 10,447,913                | 11,181,082             | 11,181,082            |
| <b>External Materials and Service</b>   |                      |                      |                       |                           |                        |                       |
| Communications Services                 | 652,458              | 743,119              | 639,282               | 1,191,282                 | 959,707                | 898,562               |
| Data Processing Services                | 340,062              | 403,921              | 427,390               | 427,390                   | 483,358                | 483,358               |
| Facilities Services                     | 58,802               | 60,881               | 72,631                | 72,631                    | 80,084                 | 80,084                |
| Fleet Services                          | 268,673              | 236,801              | 257,928               | 257,928                   | 267,048                | 267,048               |
| Insurance                               | 5,744                | 5,990                | 6,366                 | 6,366                     | 6,942                  | 6,942                 |
| Printing & Distribution                 | 271,981              | 262,412              | 264,318               | 264,318                   | 273,833                | 273,833               |
| Auto Port Operating                     | 19,955               | 31,970               | 35,712                | 35,712                    | 37,033                 | 37,033                |
| Finance & Administration                | 1,440                | 1,440                | 0                     | 0                         | 0                      | 0                     |
| Parking Facilities                      | 0                    | 485                  | 976                   | 976                       | 801                    | 801                   |
|   | 0                    | 0                    | 1,560                 | 1,560                     | 1,560                  | 1,560                 |
|   | 966,657              | 1,003,900            | 1,066,881             | 1,066,881                 | 1,150,659              | 1,150,659             |
| <b>Equipment Cash Transfers</b>         |                      |                      |                       |                           |                        |                       |
| Communications Services                 | 16,500               | 17,493               | 0                     | 0                         | 0                      | 0                     |
| Facilities Services                     | 0                    | 0                    | 0                     | 60,000                    | 0                      | 0                     |
| Printing & Distribution                 | 15,000               | 0                    | 0                     | 15,000                    | 0                      | 0                     |
|   | 31,500               | 17,493               | 0                     | 75,000                    | 0                      | 0                     |
| <b>Total Bureau Expenses</b>            | <b>10,194,100</b>    | <b>11,680,166</b>    | <b>12,781,076</b>     | <b>12,781,076</b>         | <b>13,291,448</b>      | <b>13,230,303</b>     |
| <b>Fund Requirements</b>                |                      |                      |                       |                           |                        |                       |
| <b>General Operating Contingency</b>    |                      |                      |                       |                           |                        |                       |
| General Operating Contingency           | 0                    | 0                    | 161,524               | 149,793                   | 230,649                | 359,360               |
|   | 0                    | 0                    | 161,524               | 149,793                   | 230,649                | 359,360               |
| <b>General Fund Overhead</b>            | <b>319,296</b>       | <b>253,300</b>       | <b>320,534</b>        | <b>320,534</b>            | <b>356,880</b>         | <b>351,627</b>        |
| <b>Unappropriated Ending Balance</b>    |                      |                      |                       |                           |                        |                       |
| Reserve for Future Years                | 0                    | 0                    | 1,870,170             | 1,788,725                 | 2,218,725              | 2,218,725             |

|                                | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Yr End Est.<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|--------------------------------|----------------------|----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| Unappropriated Ending Balance  | 2,197,290            | 2,011,518            | 0                     | 0                         | 0                      | 0                     |
|                                | 2,197,290            | 2,011,518            | 1,870,170             | 1,788,725                 | 2,218,725              | 2,218,725             |
| <b>Total Fund Requirements</b> | 2,516,586            | 2,264,818            | 2,352,228             | 2,259,052                 | 2,806,254              | 2,929,712             |
| <b>TOTAL REQUIREMENTS</b>      | <b>\$ 12,710,686</b> | <b>\$ 13,944,984</b> | <b>\$ 15,133,304</b>  | <b>\$ 15,040,128</b>      | <b>\$ 16,097,702</b>   | <b>\$ 16,160,015</b>  |

## FUND OVERVIEW

The Emergency Communications Fund includes the resources and requirements associated with the operations of the Bureau of Emergency Communications.

### Resources

Resources to the Bureau of Emergency Communications are primarily cost share payments received from the areas of Multnomah County serviced by the bureau. The services provided are emergency 9-1-1 call-taking and dispatch of police, emergency medical, and fire personnel.

#### Cost Share

Resources for FY 1999-00 include \$10,944,322 in cost share payments from the City of Portland's General Fund.

Local cost share payments of \$2,783,996 are projected to be received from Multnomah County and the cities of Gresham, Troutdale, Fairview, Maywood Park, and Wood Village.

#### State of Oregon

Bureau resources include State 9-1-1 revenue in the amount of \$2,049,166 which is budgeted as an offset to City of Portland billings; approximately \$2,400 in 9-1-1 revenue will be received to offset Maywood Park's billings.

### Other Activity

The State of Oregon continues to pay for the telephone system costs related to providing the Emergency 9-1-1 telephone calls within Multnomah County. These costs are paid directly by the State and are not reflected in the FY 1999-00 BOEC budget on the resource or expenditure side.

# Public Safety Fund – 118

## FUND SUMMARY

|                                       | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Yr End Est.<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---------------------------------------|----------------------|----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| <b>RESOURCES</b>                      |                      |                      |                       |                           |                        |                       |
| <b>External Revenues</b>              |                      |                      |                       |                           |                        |                       |
| <b>Property Taxes</b>                 |                      |                      |                       |                           |                        |                       |
| Prior Year Property Taxes             | 1,416                | 738                  | 0                     | 0                         | 0                      | 0                     |
|                                       | 1,416                | 738                  | 0                     | 0                         | 0                      | 0                     |
| <b>Miscellaneous Revenues</b>         |                      |                      |                       |                           |                        |                       |
| Interest Earned                       | 99,117               | 94,909               | 70,000                | 80,000                    | 70,000                 | 70,000                |
|                                       | 99,117               | 94,909               | 70,000                | 80,000                    | 70,000                 | 70,000                |
| <b>Total External Revenues</b>        | <b>100,533</b>       | <b>95,647</b>        | <b>70,000</b>         | <b>80,000</b>             | <b>70,000</b>          | <b>70,000</b>         |
| <b>Internal Revenues</b>              |                      |                      |                       |                           |                        |                       |
| Beginning Fund Balance                | 1,876,861            | 1,629,036            | 1,575,500             | 1,566,321                 | 1,416,321              | 1,416,321             |
| <b>TOTAL RESOURCES</b>                | <b>\$ 1,977,394</b>  | <b>\$ 1,724,683</b>  | <b>\$ 1,645,500</b>   | <b>\$ 1,646,321</b>       | <b>\$ 1,486,321</b>    | <b>\$ 1,486,321</b>   |
| <b>REQUIREMENTS</b>                   |                      |                      |                       |                           |                        |                       |
| <b>Bureau Expenses</b>                |                      |                      |                       |                           |                        |                       |
| <b>External Materials and Service</b> |                      |                      |                       |                           |                        |                       |
| Communications Services               | 54,098               | 145,673              | 339,961               | 185,147                   | 188,000                | 188,000               |
| Finance & Administration              | 25,421               | 0                    | 0                     | 0                         | 0                      | 0                     |
|                                       | 0                    | 0                    | 1,135                 | 1,135                     | 1,122                  | 1,122                 |
|                                       | 25,421               | 0                    | 1,135                 | 1,135                     | 1,122                  | 1,122                 |
| <b>Capital Outlay</b>                 | <b>200,025</b>       | <b>0</b>             | <b>1,034,365</b>      | <b>100,000</b>            | <b>827,048</b>         | <b>827,048</b>        |
| <b>Equipment Cash Transfers</b>       |                      |                      |                       |                           |                        |                       |
| Communications Services               | 68,814               | 0                    | 0                     | 0                         | 0                      | 0                     |
| Facilities Services                   | 0                    | 0                    | 60,000                | 0                         | 0                      | 0                     |
|                                       | 68,814               | 0                    | 60,000                | 0                         | 0                      | 0                     |
| <b>Total Bureau Expenses</b>          | <b>348,358</b>       | <b>145,673</b>       | <b>1,435,461</b>      | <b>286,282</b>            | <b>1,016,170</b>       | <b>1,016,170</b>      |
| <b>Fund Requirements</b>              |                      |                      |                       |                           |                        |                       |
| <b>General Operating Contingency</b>  |                      |                      |                       |                           |                        |                       |
| General Operating Contingency         | 0                    | 0                    | 0                     | 1,350,000                 | 238,200                | 238,164               |
|                                       | 0                    | 0                    | 0                     | 1,350,000                 | 238,200                | 238,164               |
| <b>General Fund Overhead</b>          | <b>0</b>             | <b>12,635</b>        | <b>10,039</b>         | <b>10,039</b>             | <b>11,951</b>          | <b>11,987</b>         |
| <b>Fund Cash Transfers</b>            |                      |                      |                       |                           |                        |                       |
| Emergency Communications              | 0                    | 0                    | 200,000               | 0                         | 220,000                | 220,000               |
|                                       | 0                    | 0                    | 200,000               | 0                         | 220,000                | 220,000               |
| <b>Unappropriated Ending Balance</b>  |                      |                      |                       |                           |                        |                       |
| Unappropriated Ending Balance         | 1,629,036            | 1,566,375            | 0                     | 0                         | 0                      | 0                     |
|                                       | 1,629,036            | 1,566,375            | 0                     | 0                         | 0                      | 0                     |
| <b>Total Fund Requirements</b>        | <b>1,629,036</b>     | <b>1,579,010</b>     | <b>210,039</b>        | <b>1,360,039</b>          | <b>470,151</b>         | <b>470,151</b>        |
| <b>TOTAL REQUIREMENTS</b>             | <b>\$ 1,977,394</b>  | <b>\$ 1,724,683</b>  | <b>\$ 1,645,500</b>   | <b>\$ 1,646,321</b>       | <b>\$ 1,486,321</b>    | <b>\$ 1,486,321</b>   |

## LINE ITEM DETAIL – AU 260

|   | Actual<br>FY 1996–97 | Actual<br>FY 1997–98 | Revised<br>FY 1998–99 | Yr End Est.<br>FY 1998–99 | Approved<br>FY 1999–00 | Adopted<br>FY 1999–00 |
|---|----------------------|----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| <b>Materials and Services</b>               |                      |                      |                       |                           |                        |                       |
| <b>External Materials and Service</b>       |                      |                      |                       |                           |                        |                       |
| 521000 Professional Services                | 0                    | 32,091               | 150,000               | 160,147                   | 88,000                 | 88,000                |
| 524000 Repair & Maintenance Services        | 0                    | 3,840                | 23,500                | 5,000                     | 0                      | 0                     |
| 529000 Miscellaneous Services               | 27,118               | 0                    | 75,230                | 10,000                    | 0                      | 0                     |
| 534000 Minor Equipment & Tools              | 23,130               | 109,742              | 91,231                | 10,000                    | 100,000                | 100,000               |
| 541000 Education                            | 3,850                | 0                    | 0                     | 0                         | 0                      | 0                     |
| <b>Total External Materials and Service</b> | <b>54,098</b>        | <b>145,673</b>       | <b>339,961</b>        | <b>185,147</b>            | <b>188,000</b>         | <b>188,000</b>        |
| <b>Internal Materials and Service</b>       |                      |                      |                       |                           |                        |                       |
| 554000 Communications Services              | 25,421               | 0                    | 0                     | 0                         | 0                      | 0                     |
| 559000 Other Fund Services                  | 0                    | 0                    | 1,135                 | 1,135                     | 1,122                  | 1,122                 |
| <b>Total Internal Materials and Service</b> | <b>25,421</b>        | <b>0</b>             | <b>1,135</b>          | <b>1,135</b>              | <b>1,122</b>           | <b>1,122</b>          |
| <b>Total Materials and Services</b>         | <b>79,519</b>        | <b>145,673</b>       | <b>341,096</b>        | <b>186,282</b>            | <b>189,122</b>         | <b>189,122</b>        |
| <b>Capital Outlay</b>                       |                      |                      |                       |                           |                        |                       |
| 564000 Capital Equipment                    | 200,025              | 0                    | 1,034,365             | 100,000                   | 827,048                | 827,048               |
| <b>Total Capital Outlay</b>                 | <b>200,025</b>       | <b>0</b>             | <b>1,034,365</b>      | <b>100,000</b>            | <b>827,048</b>         | <b>827,048</b>        |
| 573000 Equipment Cash Transfers             | 68,814               | 0                    | 60,000                | 0                         | 0                      | 0                     |
| <b>TOTAL BUREAU EXPENSES</b>                | <b>\$ 348,358</b>    | <b>\$ 145,673</b>    | <b>\$ 1,435,461</b>   | <b>\$ 286,282</b>         | <b>\$ 1,016,170</b>    | <b>\$ 1,016,170</b>   |

## FUND OVERVIEW

## Resources

The Public Safety Fund contains monies that were dedicated the support of the Bureau of Emergency Communications (BOEC) starting with the special levy that began in 1989.

## Tax Levy

The original levy was focused on the construction of the Communications Center at 9911 S.E. Bush Street and the acquisition/enhancement of a computer aided dispatch computer system to support the call taking and dispatch activities at BOEC.

## State of Oregon

Monies remaining in the fund are primarily from State of Oregon contributions to the CAD/phone systems and accumulated annual interest income.

## Balance and Planned Expenditures

The fund currently contains approximately \$1.4 million. Funds are dedicated to acquisition of a master digital recording unit, enhancement of the computer aided dispatch system, expansion of building and acquisition of furnishings planned for completion in 2000, and augmentation of the communications equipment reserve area.

BOEC expects this fund to be spent by the end of FY 2000-01.



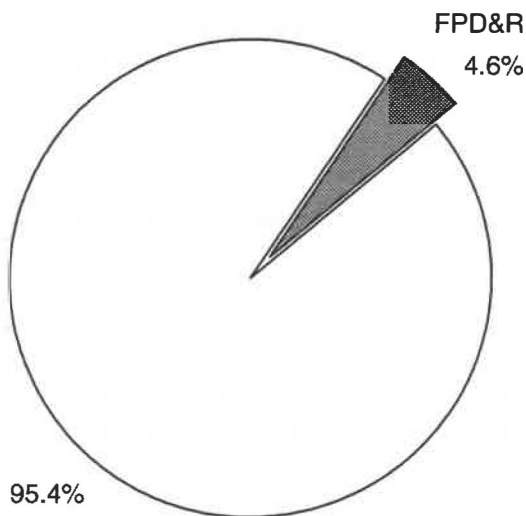
# Fire & Police Disability & Retirement

Public Safety Service Area

Auditor Gary Blackmer, Commissioner-in-Charge

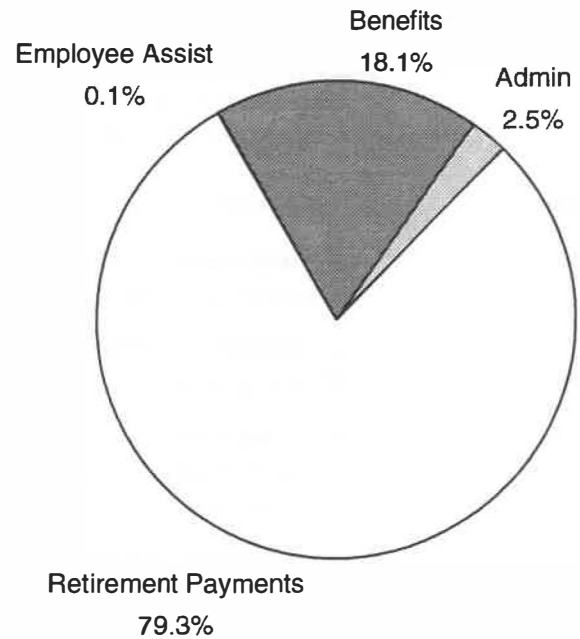
Babette Means, Director

Percent of City Budget



City Budget = \$1.29 Billion

Bureau Programs



Bureau Overview

| Expenditures in Millions                  | Revised<br>FY 1998-99 | Adopted<br>FY 1999-00 | Change from<br>Prior Year | Per Capita<br>Change |
|---|-----------------------|-----------------------|---------------------------|----------------------|
| Operating                                 | 56,421,055            | 59,277,514            | 2,856,459                 | 0.6%                 |
| Capital                                   | 0                     | 0                     | 0                         | 0.0%                 |
| Allocated City Overhead Costs             | 88,016                | 79,185                | (8,831)                   | -13.9%               |
| <b>Total Cost with Allocated Overhead</b> | <b>\$ 56,509,071</b>  | <b>\$ 59,356,699</b>  | <b>\$ 2,847,628</b>       | <b>0.6%</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 HIGHLIGHTS

#### General Description

The Fire and Police Disability and Retirement (FPD&R) Fund was created to provide disability and retirement benefits to the sworn employees of the fire and police bureaus. Chapter 5 of City Charter establishes the level of benefits and the method of administering benefits, and provides for separate property tax levy authority of up to \$2.80 per \$1,000 on taxable assessed value within the City of Portland.

Originally authorized in 1948, Chapter 5 has been amended five times, most recently in 1989. The plan is administered by the Fire and Police Disability and Retirement Board.

*The plan has 1,428 active and 1,511 retired or disabled participants.*

As of June 30, 1998, there were 1,428 active, working fire and police personnel that were participants in the Fire and Police Disability and Retirement Plan, a defined benefit plan. In addition, there are 1,511 retirees, beneficiaries, and participants with permanent disabilities currently receiving benefits, and 17 terminated employees who are vested but not yet receiving benefits under the plan.

#### Programs

The bureau is divided into four programs:

- ◆ **Retirement and System Payments:** Includes the direct costs of pensions or refunds of contributions to members and beneficiaries;
- ◆ **Disability and Death Benefits:** Includes all direct benefit costs for time lost due to disability, medical claims, and death benefits;
- ◆ **Administration:** Includes all other fund expenses which are non-direct costs of providing benefits, including staffing costs, actuarial expenses, legal fees and other office expenses; and
- ◆ **Employee Assistance Program (EAP):** Includes the expenses paid by FPD&R associated with management of the Employee Assistance Program for the Police Bureau and Fire Bureau.

#### Changes from Prior Year

*Growth in the number of pensioners and a cost of living adjustment increased the pension benefits budget.*

#### Retirement and System Payments

Overall expenditures for FY 1999-00 total \$59,277,514, an increase of \$2.86 million over the FY 1998-99 Revised Budget. Of this increase, \$885,232 is budgeted in Pension Benefits Program. The changes from prior year in Pension Benefits include an estimated net increase of 29 pension recipients during FY1999-2000, and increases in benefits for the annual cost of living adjustment, which are estimated at 2% cost of living adjustment for both the old plan retirees and the new plan retirees. The total number of retirees and beneficiaries estimated by fiscal year end 2000 is 1,404.

**Disability and Death Benefits**

*There has been a recent upward trend in short-term disability and medical expenses.*

The cost increase from the prior year is significant in the area of disability benefits. Approximately \$1.8 million increase is budgeted in this area. After the revision of the Fire and Police Disability and Retirement Plan in 1990, the expenditures in the disability program steadily declined until FY1995-96. However, the trend has been reversed in recent years. The upward trend has been most visible in short-term disability benefits and medical expenses. It is projected that there will be an increase of 1.5% per pay period in short-term disability benefits, and an increase of 2.5% per month in medical expenses in FY 1999-00. In addition, the annual cost of living increases of 2% is estimated for disability benefits.

**Administration**

In FY 1999-00, administrative expenses are increasing by \$163,771 above the current service level to a total of \$1,505,315. This is primarily due to an addition of Nurse Case Management to the Administration Program.

*Nurse Case Management is intended to relieve workload.*

***Nurse Case Management:*** The cost for the nurse case management is estimated at \$62,400. This is a new pilot program established in order to relieve increasing workload in the area of disability/medical claims management, as well as to increase the quality of services provided to disabled members.

***Other:*** Other cost increases in the Administration Program include increased education and computer equipment expenses to become Y2K compliant and meet Citywide computer hardware/software standards, increased legal and actuarial expenses of \$53,000 related to the continued study of becoming a funded pension system, and expenses for work related to putting a City Charter amendment on the November 2000 ballot.

**Employee Assistance Program**

*The Fire Bureau established an employee assistance program in FY 1998-99.*

Expenditures in the Employee Assistance Program (EAP) area show a slight increase mainly because of an addition to the established Bureau of Police program. The Bureau of Fire, Rescue & Emergency Services (Fire Bureau) established an employee assistance program under the management of the FPD&R during FY 1998-99. As is the case for police EAP, all costs associated with fire EAP will be reimbursed by the Fire Bureau.

## General Description

### BUREAU OVERVIEW

#### Organizational Description

The Fire and Police Disability and Retirement (FPD&R) Fund was created to provide disability and retirement benefits to the sworn employees of the Fire and Police Bureaus. Chapter 5 of City Charter establishes the level of benefits, and the method of administering benefits, as well as providing for separate property tax levy authority of up to \$2.80 per \$1,000 on taxable assessed value within the City of Portland.

Originally authorized in 1948, Chapter 5 has been amended five times, most recently in 1989. The plan is administered by the Fire and Police Disability and Retirement Board.

#### Participants

As of June 30, 1998, there were 1,428 active, working fire and police personnel that were participants in the Fire and Police Disability and Retirement Plan, a defined benefit plan. In addition, there are 1,511 retirees, beneficiaries and participants with permanent disabilities currently receiving benefits and 17 terminated employees who are vested but not yet receiving benefits under the Plan.

#### Programs

The bureau is divided into four programs.

- ◆ **Pension Benefits:** Includes the direct costs of pensions or refunds of contributions to members and beneficiaries;
- ◆ **Disability and Death Benefits:** Includes all direct benefit costs for time lost due to disability, medical claims, and death benefits;
- ◆ **Administration :** Includes all other fund expenses which are non-direct costs of providing benefits, including staffing costs, actuarial expenses, legal fees and other office expenses; and
- ◆ **Employee Assistance Program (EAP) :** Includes the expenses paid by FPD&R associated with management of the Employee Assistance Program for the Police Bureau and the Fire Bureau.

### CHANGES FROM PRIOR YEAR

Overall expenditures for FY 1999-00 total \$59,277,514, an increase of \$2.86 million over the FY 1998-99 revised budget.

#### Pension Benefits Program

Of this increase, \$885,232 is budgeted in Pension Benefits Program. The changes from prior year in Pension Benefits reflect increases in both number of recipients and benefit levels. During FY 1999-00, there is an estimated net increase of 29 pension recipients. There is also an increase in benefits for the annual cost of living adjustment, which is estimated at 2% cost of living adjustment for both the old plan retirees and the new plan retirees. The total number of retirees and beneficiaries estimated by the end of FY 1999-00 is 1,404.

**Disability Benefits Program**

The cost increase from the prior year is significant in the area of disability benefits. Approximately, \$1.8 million increase is budgeted in this area. Since the revision of the Fire and Police Disability and Retirement Plan in 1990, the expenditures in the disability program had steadily declined until FY 1995-96. However, the trend has been reversed in recent years. The upward trend has been most visible in short-term disability benefits and medical expenses. It is projected that there will be an increase of 1.5% per pay period in short-term disability benefits and an increase of 2.5% per month in medical expenses in FY 1999-00. In addition, the annual cost of living increases of 2.0% is estimated for disability benefits.

**Administrative Expenses**

In FY 1999-00, administrative expenses are increasing by \$163,771 above the current service level to a total of \$1,505,315. This is primarily due to the addition of Nurse Case Management to the Administration Program. The cost for the Nurse Case Management, a pilot program newly established in order to relieve increasing workload in the area of disability/medical claims management, is estimated at \$62,400. Other cost increases in the Administration Program include an increase in Education and Computer Equipment expenses to become Y2K compliant and to meet Citywide computer hardware/software standards, an increase of \$53,000 in legal and actuarial expenses related to the continued study of becoming a funded pension system, and work related to putting a City Charter amendment on the November 2000 ballot.

Expenditures in the Employee Assistance Program area show a slight increase because the Fire Bureau established an employee assistance program under the management of the FPD&R fund during FY 1998-99. As is for the Police EAP, all costs associated with the Fire EAP will be reimbursed by the Fire Bureau.

## Strategic Direction

### MANAGEMENT GOALS & OBJECTIVES

#### Long-Term Goals

Goals of the bureau include the following:

- ◆ Continue providing assistance, as needed, to the Funding Committee and the Board of Trustees related to the study of the FPD&R method of funding.
- ◆ Explore the need for, and the feasibility of, providing additional educational workshops to members, the Board of Trustees, and staff.
- ◆ Continue to review and update the office procedures manual, examining the effectiveness and efficiency of FPD&R programs.
- ◆ Continue to ensure benefits are provided properly in the most efficient manner possible.

#### Management Objectives for FY 1999-00

Management objectives for the bureau include the following:

- ◆ Ensure a smooth transitional year as the new Administrator by assessing staff assignments, workload, and office procedures, as well as establishing and maintaining working relationships with the bureaus and members we serve.
- ◆ Conduct an initial study of the service improvement and cost savings potential of utilizing a nurse case manager to monitor the medical treatment of disability claims.

### COUNCIL PRIORITIES

#### Council Issues and Priorities

##### Maintain a Financially Stable City

The fund is supported by a separate property tax levy authorized by the voters in 1948. The levy allows a maximum rate of \$2.80 per \$1,000 assessed valuation. The actual levy for FY 1998-99 is \$1.60 per \$1,000 of real market value.

The administrative staff of the fund will continue working with the Office of Finance and Administration to ensure financial issues relative the fund are addressed. The administrative staff will continue to provide staff support as needed to the citizen/Board of Trustees committee that was established in the Spring of 1999 to review and make recommendations to City Council regarding the unfunded status of the fund.

##### Ensure a Safe and Peaceful Community

This fund provides retirement benefits to the police and fire employees of the City. By remaining financially strong and providing promised benefits, this fund helps the City to attract and hold the most qualified individuals for these safety operations.

## Overview of Programs

### RETIREMENT SYSTEM PAYMENTS

This program provides pension benefits to retired uniform members of the Police or Fire Bureau or their surviving spouse. By the end of FY 1999-00, it is projected that there will be 1,404 retired members and beneficiaries, an increase of 29 from the projected year end total for FY 1998-99.

#### Expenses

*Expenses for this program are based on current costs plus expected new retirements and an inflation factor.*

The expenses for this program are based on current year costs plus expected new retirements and an inflation factor. Retirement benefits are increased in step with increases to the salaries of active firefighters and police officers for retirees covered by the old plan an assumed 2.0% for FY 1999-00; and are increased in step with increases to PERS for members covered by the new plan, an assumed 2.0% for FY 1999-2000.

#### Benefits Under the Old Plan

Prior to July 1, 1990, participants in the plan became eligible for pension benefits only after 20 years of employment if they were 55 years of age, or after 25 years of employment if they were 50 years of age. Participants were not entitled to any retirement benefits, except for refunds of their contributions into the plan, unless they attained the 20 years of service. Pension benefits were paid generally at 60% of the current salary of a first class firefighter or police officer, as defined in the plan.

#### Benefits Under the New Plan

*On July 1, 1990 the plan was amended.*

Effective July 1, 1990, the plan was amended to provide for the payment of benefits upon termination of employment on or after attaining age 55, or on or after attaining age 50 if the member has 25 or more years of service. Members become 100 percent vested after five years of service. Benefits are paid to members at retirement using the following formula: 2.2 to 2.8 percent multiplied by the number of years of service incurred by the member (up to 30 years); that product is multiplied by the highest one year base pay the member received during the final three years of the member's employment. A survivor's benefit is paid to a surviving spouse at 25 percent to 100 percent of the members final pension depending on the accrual rate selected (2.2 to 2.8) at the time of retirement.

### DISABILITY & DEATH BENEFITS

This program provides for compensation to uniformed members of the Fire and Police Bureaus or their survivors for injury, illness, or death incurred in the performance of duty. Funding is included for no-time-loss medical claims, short-term disability, long-term service, non-service, and occupational disability benefits. Members receive a percentage of their pay for time lost through illness or injury. Vocational rehabilitation costs are also included, as are costs related to physician directed work hardening.

### **New Plan Benefits**

Fire and Police sworn members become eligible for membership in the Plan immediately upon employment. The New Plan (as amended effective July 1, 1990) provides for occupational or service-connected disability benefits at 75 percent of the member's base pay reduced by 50 percent of any wages earned in other employment, with reduced percentages of base pay and offsets for wages earned in other employment for later years. The plan also provides for non-service connected disability benefits at reduced rates of base pay for members with 10 or more years of service.

### **Old Plan Benefits**

Members receiving disability benefits on January 1, 1990, who were not expected to return to work, remained under the Old Plan, and continue to receive benefits under the provisions of the Old Plan as defined prior to July 1, 1990. Under the Old Plan, members on long-term disability remained in the disability status until disability retirement age: 64. During FY 1999-00, there will be 116 members who receive long-term disability benefits that are covered by the Old Plan; it is estimated there will be 42 such members covered by the New Plan. The vast majority of the Old Plan members receiving disability benefits are past retirement age (50 or 55), and would be receiving the maximum (30 year) pension were they not disabled. The cost of a pension is slightly higher than the disability benefit, due to the increment the plan pays for state tax offset on pension

## **ADMINISTRATION**

This program provides funding for all activities and staffing in support of the provision of pension, disability, and death benefits for members of the Fire and Police Bureaus and their survivors. Staffing is provided through an interagency agreement with the City Auditors Office. Administrative functions include processing applications for benefits, issuing payments for approved claims, tracking payments, and monitoring and forecasting the financial status of the Fund. Staff also provides assistance to, and answers inquiries from, the Board of Trustees, members, attorneys, medical providers and the public.

### **Program Mission**

The administrative staff's adopted mission is to pursue the best interests of members and the citizens of Portland by administering the Fire and Police Disability and Retirement Fund effectively and efficiently, by constantly striving to refine and improve our programs, and by serving the Board of Trustees with competence and professionalism.

### **Nurse Case Management Program**

*Nurse Case Management monitors treatment and progress of patients.*

Changes in this program area include the following:

- ◆ The addition of professional services and miscellaneous services related to the continued funding study.
- ◆ An increase in computer related expenditures related to computer replacement plan.
- ◆ The addition of the Nurse Case Management Pilot Program.



In the Nurse Case Management Pilot Program, a nurse case manager, on a contract basis, provides assistance to the administrative staff in monitoring disability/medical claims in order to provide better service to the members of the fund and to reduce disability costs. Monitoring disability/medical claims involves keeping track of patient (member) progress, facilitating development of the best possible treatment plan, and acting as liaison between patients (members) and treatment providers. Continuation of this program beyond FY 1999-00 will be determined at the end of FY 1998-99.

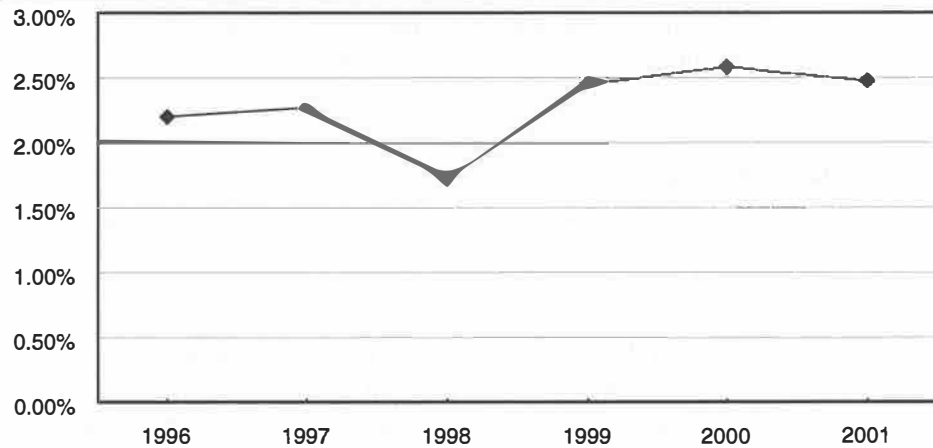
## **EMPLOYEE ASSISTANCE**

The Employee Assistance Program (EAP) was established in FY 1998-99 for the Police Bureau. The Fire Bureau is included in the program for FY 1999-00. Its purpose is to provide enhanced employee assistance benefits to Police and Fire personnel. Management of the program is provided by the Fire and Police Disability and Retirement (FPD&R) Fund staff. Office space is leased in conjunction with the FPD&R in order to house the EAP program in a central location. The program is budgeted at \$22,895 for 1999-00. Direct expenses paid by FPD&R are reimbursed by both bureaus via interagency agreements (I/As). The I/As also include reimbursement for overhead expenses and allocated management time.

## Performance Measures

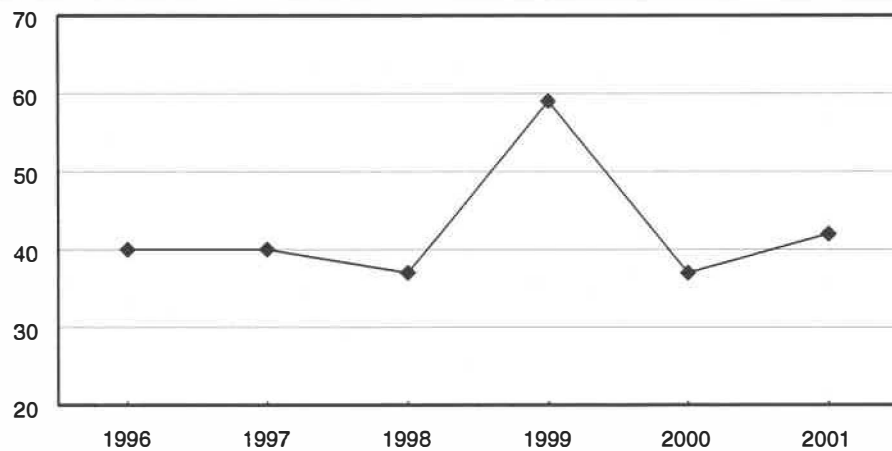
**Administrative cost as a percentage of total budget**

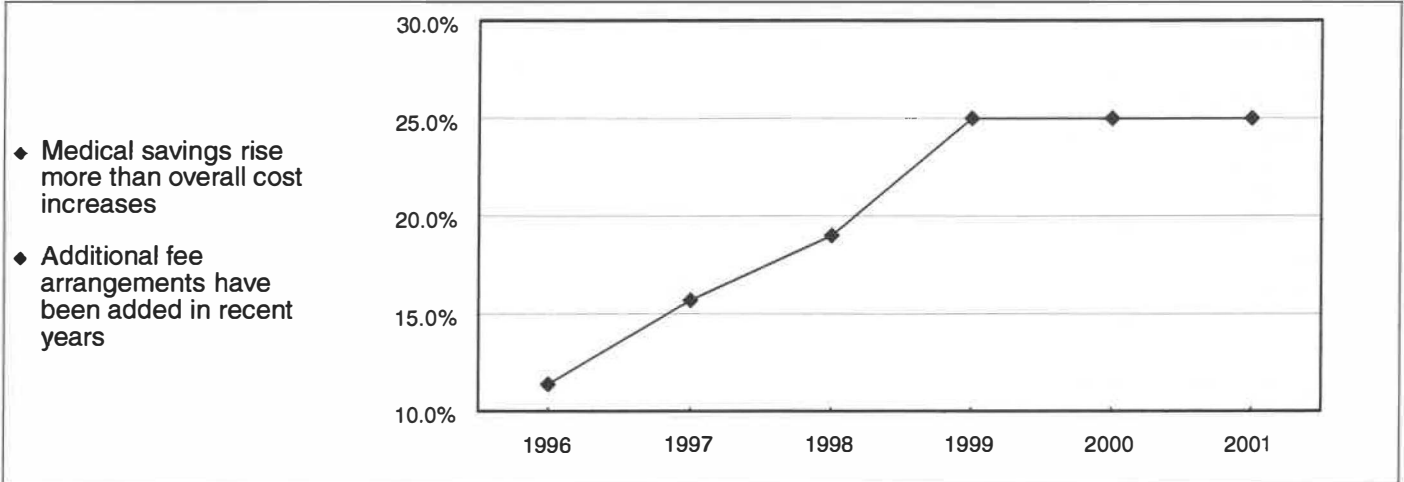
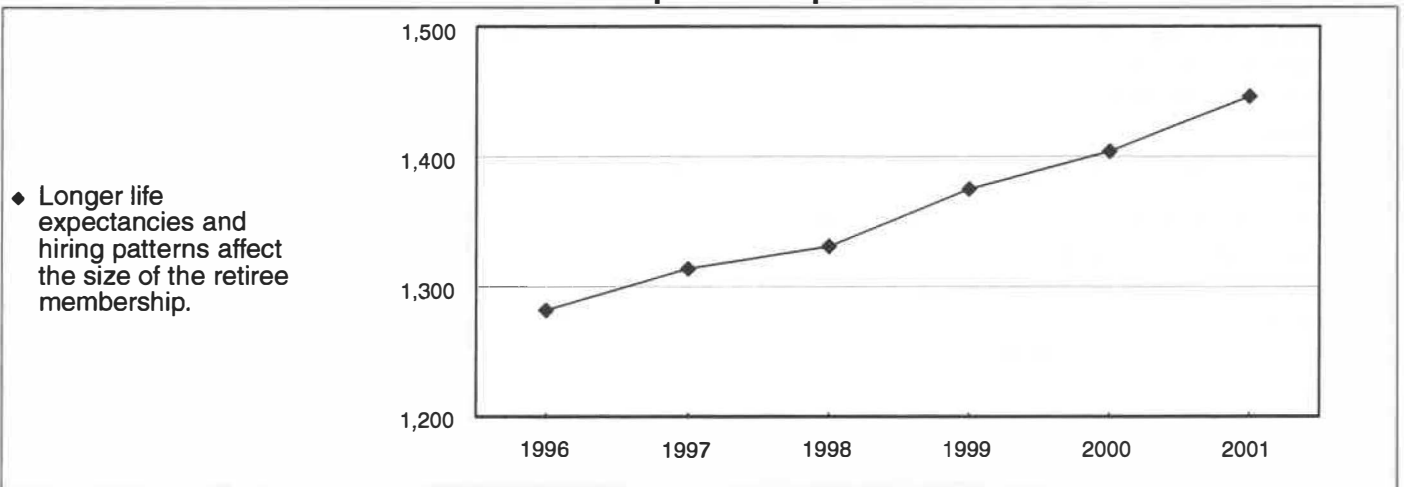
- ◆ Administrative costs have historically been about 2.2% of the total budget or less
- ◆ The decrease in 1998 was due to the one-time increase in total costs for retroactive payments



**Number of Retirements from Active Service**

- ◆ The number of retirements are largely due to the demographics of the fire and police bureaus.
- ◆ Other factors influencing retirement choices include the economics, work satisfaction and morale, and bureau policies.
- ◆ Fiscal year 1999 includes a budgeted "cushion" of 10 extra retirements per bureau.



**Medical Cost Savings as a Percentage of Total Medical Costs****Number of pension recipients**

# Fire & Police Disability & Retirement AU 337

## PERFORMANCE MEASURES

|  | Actual<br>FY 1995-96 | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Yr End Est.<br>FY 1998-99 | Target<br>FY 1999-00 | Target<br>FY 2000-01 |
|--|----------------------|----------------------|----------------------|---------------------------|----------------------|----------------------|
| <b>Administration</b>  |                      |                      |                      |                           |                      |                      |
| <b>Effectiveness</b>   |                      |                      |                      |                           |                      |                      |
| Percentage of members reported "satisfied" with service        |                      |                      | 92%                  | 92%                       | 95%                  | 95%                  |
| <b>Efficiency</b>  |                      |                      |                      |                           |                      |                      |
| Administrative cost as a percentage of total budget            | 2.20%                | 2.27%                | 1.72%                | 2.45%                     | 2.58%                | 2.47%                |
| <b>Retirement System Payments</b>                              |                      |                      |                      |                           |                      |                      |
| <b>Workload</b>  |                      |                      |                      |                           |                      |                      |
| Number of pension recipients                                   | 1,282                | 1,314                | 1,331                | 1,375                     | 1,404                | 1,446                |
| Number of new plan retirees                                    | 40                   | 40                   | 37                   | 59                        | 37                   | 42                   |
| Number of pension estimates                                    | 106                  | 121                  | 71                   | 210                       | 230                  | 250                  |
| Number of pre-retirement workshop participants                 |                      |                      |                      | 119                       | 120                  | 160                  |
| <b>Effectiveness</b>   |                      |                      |                      |                           |                      |                      |
| Percentage of workshop participants who rated workshop helpful |                      |                      |                      | 95%                       | 95%                  | 95%                  |
| <b>Efficiency</b>  |                      |                      |                      |                           |                      |                      |
| Percentage of pension estimates processed within one week      | 72%                  | 43%                  | 40%                  | 93%                       | 95%                  | 95%                  |
| <b>Disability &amp; Death Benefits</b>                         |                      |                      |                      |                           |                      |                      |
| <b>Workload</b>  |                      |                      |                      |                           |                      |                      |
| Number of members on short-term disability                     | 276                  | 303                  | 317                  | 350                       | 350                  | 350                  |
| Number of new no-time loss claims                              | 168                  | 159                  | 216                  | 150                       | 150                  | 150                  |
| Number of new time loss claims                                 | 288                  | 297                  | 308                  | 310                       | 310                  | 310                  |
| <b>Effectiveness</b>   |                      |                      |                      |                           |                      |                      |
| Medical cost savings   | \$152,047            | \$226,528            | \$314,670            | \$370,000                 | \$370,000            | \$370,000            |
| Savings as a percentage of total medical cost                  | 11.4%                | 15.7%                | 19.0%                | 25.0%                     | 25.0%                | 25.0%                |

# Fire & Police Disability & Retirement AU 337

## SUMMARY OF BUREAU BUDGET

|   | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>EXPENDITURES</b>   |                      |                      |                       |                        |                       |
| Operating Budget  |                      |                      |                       |                        |                       |
| Personal Services   | 0                    | 0                    | 0                     | 0                      | 0                     |
| External Materials and Service  | 45,841,021           | 64,510,351           | 55,596,149            | 58,430,311             | 58,430,311            |
| Internal Materials and Service  | 726,790              | 713,255              | 814,906               | 837,003                | 837,003               |
| Minor Capital Outlay  | 5,295                | 12,100               | 10,000                | 10,200                 | 10,200                |
| Equipment Cash Transfers  | 10,000               | 0                    | 0                     | 0                      | 0                     |
| <b>Total Operating Budget</b>   | <b>46,583,106</b>    | <b>65,235,706</b>    | <b>56,421,055</b>     | <b>59,277,514</b>      | <b>59,277,514</b>     |
| Capital Improvements  | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>TOTAL BUREAU EXPENDITURES</b>  | <b>\$ 46,583,106</b> | <b>\$ 65,235,706</b> | <b>\$ 56,421,055</b>  | <b>\$ 59,277,514</b>   | <b>\$ 59,277,514</b>  |
| Allocated Overhead Costs  |                      |                      | 70,541                | 81,568                 | 79,185                |
| <b>Total Cost with Allocated Overhead</b>   |                      |                      | <b>56,491,596</b>     | <b>59,359,082</b>      | <b>59,356,699</b>     |
| <b>Authorized Full-Time Positions</b>   |                      |                      |                       |                        |                       |
| General Fund Discretionary  | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>TOTAL POSITIONS</b>  | <b>0</b>             | <b>0</b>             | <b>0</b>              | <b>0</b>               | <b>0</b>              |
| <b>RESOURCES</b>  |                      |                      |                       |                        |                       |
| Fire & Police Disability & Retirement Fund  |                      | 62,662,206           | 80,418,444            | 83,622,883             | 83,622,883            |
| Discretionary General Fund  |                      | 0                    | 0                     | 0                      | 0                     |
| <b>Non-Discretionary Revenues</b>   |                      |                      |                       |                        |                       |
| Grants & Donations  |                      | 0                    | 0                     | 0                      | 0                     |
| Contract Revenues   |                      | 0                    | 0                     | 0                      | 0                     |
| Interagency Revenues  |                      | 0                    | 0                     | 0                      | 0                     |
| Bureau Program Revenues   |                      | 0                    | 0                     | 0                      | 0                     |
| Overhead Revenues   |                      | 0                    | 0                     | 0                      | 0                     |
| <b>Total Non-Discretionary Revenues</b>   |                      | <b>0</b>             | <b>0</b>              | <b>0</b>               | <b>0</b>              |
| <b>Total General Fund Resources</b>   |                      | <b>0</b>             | <b>0</b>              | <b>0</b>               | <b>0</b>              |
| <b>TOTAL RESOURCES</b>  |                      | <b>\$ 62,662,206</b> | <b>\$ 80,418,444</b>  | <b>\$ 83,622,883</b>   | <b>\$ 83,622,883</b>  |
| Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.         |                      |                      |                       |                        |                       |
| Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue. |                      |                      |                       |                        |                       |
| <b>PROGRAMS</b>   |                      |                      |                       |                        |                       |
| Administration  |                      | 1,091,058            | 1,341,544             | 1,490,489              | 1,490,489             |
| Positions   |                      | 0                    | 0                     | 0                      | 0                     |
| Retirement System Payments  |                      | 55,704,219           | 46,150,003            | 47,036,135             | 47,036,135            |
| Positions   |                      | 0                    | 0                     | 0                      | 0                     |
| Disability & Death Benefits   |                      | 8,408,111            | 8,907,989             | 10,713,169             | 10,713,169            |
| Positions   |                      | 0                    | 0                     | 0                      | 0                     |
| Employee Assistance   |                      | 32,318               | 21,519                | 37,721                 | 37,721                |
| Positions   |                      | 0                    | 0                     | 0                      | 0                     |
| <b>TOTAL PROGRAMS</b>   |                      | <b>\$ 65,235,706</b> | <b>\$ 56,421,055</b>  | <b>\$ 59,277,514</b>   | <b>\$ 59,277,514</b>  |
| Positions   |                      | <b>0</b>             | <b>0</b>              | <b>0</b>               | <b>0</b>              |

# Fire & Police Disability & Retirement AU 337

## LINE ITEM DETAIL

|   | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>Personnel Services</b>                   |                      |                      |                       |                        |                       |
| <b>Total Personnel Services</b>             | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>Materials and Services</b>               |                      |                      |                       |                        |                       |
| <b>External Materials and Service</b>       |                      |                      |                       |                        |                       |
| 521000 Professional Services                | 154,112              | 201,117              | 291,947               | 405,154                | 405,154               |
| 522000 Utilities                            | 0                    | 0                    | 0                     | 0                      | 0                     |
| 523000 Equipment Rental                     | 0                    | 0                    | 0                     | 0                      | 0                     |
| 524000 Repair & Maintenance Services        | 12,213               | 13,073               | 13,362                | 13,629                 | 13,629                |
| 525000 Non-Capital Improvement              | 0                    | 0                    | 0                     | 0                      | 0                     |
| 528000 Local Match Payments                 | 0                    | 0                    | 0                     | 0                      | 0                     |
| 529000 Miscellaneous Services               | 15,264               | 21,708               | 26,291                | 42,272                 | 42,272                |
| 531000 Office Supplies                      | 10,629               | 12,459               | 13,369                | 13,636                 | 13,636                |
| 532000 Operating Supplies                   | 0                    | 5,007                | 0                     | 0                      | 0                     |
| 533000 Repair & Maintenance Supplies        | 0                    | 0                    | 0                     | 0                      | 0                     |
| 534000 Minor Equipment & Tools              | 8,289                | 10,002               | 11,197                | 18,158                 | 18,158                |
| 535000 Clothing & Uniforms                  | 0                    | 0                    | 0                     | 0                      | 0                     |
| 539000 Other Commodities External           | 0                    | 0                    | 0                     | 0                      | 0                     |
| 541000 Education                            | 2,550                | 1,542                | 4,069                 | 8,900                  | 8,900                 |
| 542000 Local Travel                         | 314                  | 372                  | 550                   | 550                    | 550                   |
| 543000 Out-of-Town Travel                   | 33,037               | 26,115               | 62,505                | 62,738                 | 62,738                |
| 544000 Space Rental                         | 93,155               | 106,626              | 114,867               | 115,970                | 115,970               |
| 545000 Interest                             | 0                    | 0                    | 0                     | 0                      | 0                     |
| 546000 Refunds                              | 80,576               | 54,616               | 50,000                | 50,900                 | 50,900                |
| 547000 Retirement System Payments           | 45,430,882           | 64,057,714           | 55,007,992            | 57,698,404             | 57,698,404            |
| 549000 Miscellaneous                        | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>Total External Materials and Service</b> | 45,841,021           | 64,510,351           | 55,596,149            | 58,430,311             | 58,430,311            |
| <b>Internal Materials and Service</b>       |                      |                      |                       |                        |                       |
| 551000 Fleet Services                       | 0                    | 0                    | 0                     | 0                      | 0                     |
| 552000 Printing & Distribution              | 21,920               | 22,954               | 22,778                | 30,184                 | 30,184                |
| 553000 Facilities Services                  | 0                    | 0                    | 0                     | 0                      | 0                     |
| 554000 Communications Services              | 9,222                | 8,572                | 9,132                 | 10,648                 | 10,648                |
| 555000 Data Processing Services             | 13,386               | 4,917                | 7,425                 | 8,123                  | 8,123                 |
| 556000 Insurance                            | 0                    | 0                    | 0                     | 0                      | 0                     |
| 557000 Master Lease                         | 0                    | 0                    | 0                     | 0                      | 0                     |
| 558000 Same Fund Services                   | 0                    | 0                    | 0                     | 0                      | 0                     |
| 559000 Other Fund Services                  | 682,262              | 676,812              | 775,571               | 788,048                | 788,048               |
| <b>Total Internal Materials and Service</b> | 726,790              | 713,255              | 814,906               | 837,003                | 837,003               |
| <b>Total Materials and Services</b>         | 46,567,811           | 65,223,606           | 56,411,055            | 59,267,314             | 59,267,314            |
| <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                    | 5,295                | 12,100               | 10,000                | 10,200                 | 10,200                |
| 565000 Facilities Lease/Purchase            | 0                    | 0                    | 0                     | 0                      | 0                     |
| 566000 Equipment Lease/Purchase             | 0                    | 0                    | 0                     | 0                      | 0                     |
| 568000 Other Capital Expenditure            | 0                    | 0                    | 0                     | 0                      | 0                     |
| 569000 Depreciation                         | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>Total Capital Outlay</b>                 | 5,295                | 12,100               | 10,000                | 10,200                 | 10,200                |
| 573000 Equipment Cash Transfers             | 10,000               | 0                    | 0                     | 0                      | 0                     |
| 576000 Minor Equipment Transfers            | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>TOTAL BUREAU EXPENSES</b>                | <b>\$ 46,583,106</b> | <b>\$ 65,235,706</b> | <b>\$ 56,421,055</b>  | <b>\$ 59,277,514</b>   | <b>\$ 59,277,514</b>  |

# Fire & Police Disability & Retirement AU 337

## BUDGET DECISIONS

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

| ACTION  | AMOUNT     |          |               | FTE | DECISION   |
|---|------------|----------|---------------|-----|--|
|   | Ongoing    | One-Time | Total Package |     |  |
|   | 59,277,514 |          | 59,277,514    |     | FY 1999-2000 Current Service Level Estimate<br>FTE budgeted in Auditors Office |
| <b>CSL Estimate Adjustments</b>                 |            |          |               |     | none   |
| <b>Mayor's Proposed Budget Decisions</b>        |            |          |               |     | none   |
| <b>Approved Budget Additions and Reductions</b> |            |          |               |     | none   |
| <b>Adopted Budget Additions and Reductions</b>  |            |          |               |     | none   |
|   |            |          |               |     | Total FY 1999-2000 Decision Packages   |
|   |            |          | \$ 59,277,514 |     | Total Adopted Budget   |
| <b>FY1999-2000 Decision Packages Not Funded</b> |            |          |               |     | none   |
|   |            |          | \$            |     | Total Decision Packages Not Funded   |

# Fire & Police Disability & Retirement Fund – 651

## FUND SUMMARY

|   | Actual<br>FY 1996–97 | Actual<br>FY 1997–98 | Revised<br>FY 1998–99 | Yr End Est.<br>FY 1998–99 | Approved<br>FY 1999–00 | Adopted<br>FY 1999–00 |
|---|----------------------|----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| <b>RESOURCES</b>                        |                      |                      |                       |                           |                        |                       |
| <b>External Revenues</b>                |                      |                      |                       |                           |                        |                       |
| <b>Property Taxes</b>                   |                      |                      |                       |                           |                        |                       |
| Current Property Taxes                  | 46,532,498           | 50,691,646           | 55,363,974            | 54,760,790                | 55,143,264             | 55,143,264            |
| Prior Year Property Taxes               | 1,440,839            | 1,486,391            | 1,418,195             | 1,320,000                 | 1,500,000              | 1,500,000             |
|   | 47,973,337           | 52,178,037           | 56,782,169            | 56,080,790                | 56,643,264             | 56,643,264            |
| <b>Service Charges and Fees</b>         |                      |                      |                       |                           |                        |                       |
| Miscellaneous                           | 45                   | 0                    | 0                     | 0                         | 0                      | 0                     |
|   | 45                   | 0                    | 0                     | 0                         | 0                      | 0                     |
| <b>Miscellaneous Revenues</b>           |                      |                      |                       |                           |                        |                       |
| Bond and Note Sales                     | 0                    | 12,392,825           | 20,000,000            | 12,452,980                | 20,000,000             | 20,000,000            |
| Interest Earned                         | 1,112,939            | 1,027,620            | 800,000               | 954,000                   | 800,000                | 800,000               |
| Other Miscellaneous                     | 68,117               | 320,200              | 7,220                 | 46,500                    | 7,220                  | 7,220                 |
| Refunds                                 | 387                  | 161                  | 0                     | 0                         | 0                      | 0                     |
|   | 1,181,443            | 13,740,806           | 20,807,220            | 13,453,480                | 20,807,220             | 20,807,220            |
| <b>Total External Revenues</b>          | 49,154,825           | 65,918,843           | 77,589,389            | 69,534,270                | 77,450,484             | 77,450,484            |
| <b>Internal Revenues</b>                |                      |                      |                       |                           |                        |                       |
| <b>Other Cash Transfers</b>             |                      |                      |                       |                           |                        |                       |
| FPD&R Reserve                           | 0                    | 0                    | 750,000               | 0                         | 750,000                | 750,000               |
|   | 0                    | 0                    | 750,000               | 0                         | 750,000                | 750,000               |
| <b>Interfund Service Reimbursements</b> |                      |                      |                       |                           |                        |                       |
| Fire Bureau                             | 0                    | 0                    | 0                     | 16,966                    | 16,925                 | 16,925                |
| Police Bureau                           | 0                    | 32,318               | 30,254                | 35,432                    | 27,996                 | 27,996                |
|   | 0                    | 32,318               | 30,254                | 52,398                    | 44,921                 | 44,921                |
| <b>Total Internal Revenues</b>          | 0                    | 32,318               | 780,254               | 52,398                    | 794,921                | 794,921               |
| <b>Beginning Fund Balance</b>           | 13,507,381           | 16,050,275           | 2,048,801             | 3,887,302                 | 5,377,478              | 5,377,478             |
| <b>TOTAL RESOURCES</b>                  | <b>\$ 62,662,206</b> | <b>\$ 82,001,436</b> | <b>\$ 80,418,444</b>  | <b>\$ 73,473,970</b>      | <b>\$ 83,622,883</b>   | <b>\$ 83,622,883</b>  |
| <b>REQUIREMENTS</b>                     |                      |                      |                       |                           |                        |                       |
| <b>Bureau Expenses</b>                  |                      |                      |                       |                           |                        |                       |
| <b>External Materials and Service</b>   |                      |                      |                       |                           |                        |                       |
| Communications Services                 | 45,841,021           | 64,510,351           | 55,596,149            | 54,244,165                | 58,430,311             | 58,430,311            |
| Data Processing Services                | 9,222                | 8,572                | 9,132                 | 10,100                    | 10,648                 | 10,648                |
| Printing & Distribution                 | 13,386               | 4,917                | 7,425                 | 8,091                     | 8,123                  | 8,123                 |
| City Attorney                           | 21,920               | 22,954               | 22,778                | 22,778                    | 30,184                 | 30,184                |
| City Auditor                            | 131,160              | 135,767              | 140,558               | 73,352                    | 0                      | 0                     |
| City Auditor                            | 455,084              | 441,469              | 516,354               | 576,684                   | 664,168                | 664,168               |
| Finance & Administration                | 18,749               | 9,683                | 29,805                | 29,805                    | 31,870                 | 31,870                |
| Fire Bureau                             | 38,543               | 60,140               | 29,881                | 29,881                    | 30,940                 | 30,940                |
| Police Bureau                           | 38,726               | 29,753               | 58,973                | 58,973                    | 61,070                 | 61,070                |
|   | 726,790              | 713,255              | 814,906               | 809,664                   | 837,003                | 837,003               |
| <b>Capital Outlay</b>                   | 5,295                | 12,100               | 10,000                | 7,575                     | 10,200                 | 10,200                |
| <b>Equipment Cash Transfers</b>         |                      |                      |                       |                           |                        |                       |
| Printing & Distribution                 | 10,000               | 0                    | 0                     | 0                         | 0                      | 0                     |
|   | 10,000               | 0                    | 0                     | 0                         | 0                      | 0                     |
| <b>Total Bureau Expenses</b>            | 46,583,106           | 65,235,706           | 56,421,055            | 55,061,404                | 59,277,514             | 59,277,514            |
| <b>Fund Requirements</b>                |                      |                      |                       |                           |                        |                       |
| <b>General Operating Contingency</b>    |                      |                      |                       |                           |                        |                       |
| General Operating Contingency           | 0                    | 0                    | 3,519,795             | 0                         | 3,713,876              | 3,716,259             |
| Compensation Adjustment                 | 0                    | 0                    | 16,773                | 0                         | 49,925                 | 49,925                |
|   | 0                    | 0                    | 3,536,568             | 0                         | 3,763,801              | 3,766,184             |
| <b>General Fund Overhead</b>            | 69,107               | 27,238               | 70,541                | 88,286                    | 81,568                 | 79,185                |
| <b>Fund Cash Transfers</b>              |                      |                      |                       |                           |                        |                       |
| General Fund                            | 0                    | 0                    | 40,280                | 40,280                    | 0                      | 0                     |
|   | 0                    | 0                    | 40,280                | 40,280                    | 0                      | 0                     |
| <b>Debt Retirement</b>                  | 0                    | 12,851,191           | 20,350,000            | 12,906,522                | 20,500,000             | 20,500,000            |



|                                      | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Yr End Est.<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|--------------------------------------|----------------------|----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| <b>Unappropriated Ending Balance</b> |                      |                      |                       |                           |                        |                       |
| Unappropriated Ending Balance        | 16,009,993           | 3,887,301            | 0                     | 5,377,478                 | 0                      | 0                     |
|                                      | 16,009,993           | 3,887,301            | 0                     | 5,377,478                 | 0                      | 0                     |
| <b>Total Fund Requirements</b>       | 16,079,100           | 16,765,730           | 23,997,389            | 18,412,566                | 24,345,369             | 24,345,369            |
| <b>TOTAL REQUIREMENTS</b>            | <b>\$ 62,662,206</b> | <b>\$ 82,001,436</b> | <b>\$ 80,418,444</b>  | <b>\$ 73,473,970</b>      | <b>\$ 83,622,883</b>   | <b>\$ 83,622,883</b>  |

## FUND OVERVIEW

The Portland City Charter, Chapter 5, establishes the Fire and Police Disability and Retirement (FPD&R) Fund for the sworn employees of the Fire and Police Bureaus, their surviving spouses, and dependent minor children. The fund is supported primarily through a separate property tax levy authorized by the voters in 1948. The levy is a rate based levy, providing a maximum rate of \$2.80 per \$1,000 assessed valuation.

# Fire & Police Disability & Retirement Reserve Fund – 652

## FUND SUMMARY

|                               | Actual<br>FY 1996–97 | Actual<br>FY 1997–98 | Revised<br>FY 1998–99 | Yr End Est.<br>FY 1998–99 | Approved<br>FY 1999–00 | Adopted<br>FY 1999–00 |
|-------------------------------|----------------------|----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| <b>RESOURCES</b>              |                      |                      |                       |                           |                        |                       |
| External Revenues             |                      |                      |                       |                           |                        |                       |
| Internal Revenues             |                      |                      |                       |                           |                        |                       |
| Beginning Fund Balance        | 750,000              | 750,000              | 750,000               | 750,000                   | 750,000                | 750,000               |
| <b>TOTAL RESOURCES</b>        | <b>\$ 750,000</b>    | <b>\$ 750,000</b>    | <b>\$ 750,000</b>     | <b>\$ 750,000</b>         | <b>\$ 750,000</b>      | <b>\$ 750,000</b>     |
| <b>REQUIREMENTS</b>           |                      |                      |                       |                           |                        |                       |
| Bureau Expenses               |                      |                      |                       |                           |                        |                       |
| Fund Requirements             |                      |                      |                       |                           |                        |                       |
| Fund Cash Transfers           |                      |                      |                       |                           |                        |                       |
| FPD&R                         | 0                    | 0                    | 750,000               | 0                         | 750,000                | 750,000               |
|                               | 0                    | 0                    | 750,000               | 0                         | 750,000                | 750,000               |
| Unappropriated Ending Balance |                      |                      |                       |                           |                        |                       |
| Unappropriated Ending Balance | 750,000              | 750,000              | 0                     | 750,000                   | 0                      | 0                     |
|                               | 750,000              | 750,000              | 0                     | 750,000                   | 0                      | 0                     |
| Total Fund Requirements       | 750,000              | 750,000              | 750,000               | 750,000                   | 750,000                | 750,000               |
| <b>TOTAL REQUIREMENTS</b>     | <b>\$ 750,000</b>    | <b>\$ 750,000</b>    | <b>\$ 750,000</b>     | <b>\$ 750,000</b>         | <b>\$ 750,000</b>      | <b>\$ 750,000</b>     |

## FUND OVERVIEW

This reserve fund was established by City Charter and is to be maintained in the amount of \$750,000 for use only in the event the Fire and Police Disability and Retirement Fund becomes depleted to the extent that current obligations cannot be met. Interest income on the \$750,000 is booked directly to the Operating Fund (651).

# Supplemental Retirement Program Trust Fund – 654

## FUND SUMMARY

|   | Actual<br>FY 1996–97 | Actual<br>FY 1997–98 | Revised<br>FY 1998–99 | Yr End Est.<br>FY 1998–99 | Approved<br>FY 1999–00 | Adopted<br>FY 1999–00 |
|---|----------------------|----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| <b>RESOURCES</b>                            |                      |                      |                       |                           |                        |                       |
| <b>External Revenues</b>                    |                      |                      |                       |                           |                        |                       |
| <b>Miscellaneous Revenues</b>               |                      |                      |                       |                           |                        |                       |
| Interest Earned                             | 24,664               | 26,320               | 22,000                | 28,480                    | 16,000                 | 16,000                |
|   | 24,664               | 26,320               | 22,000                | 28,480                    | 16,000                 | 16,000                |
| <b>Total External Revenues</b>              | <b>24,664</b>        | <b>26,320</b>        | <b>22,000</b>         | <b>28,480</b>             | <b>16,000</b>          | <b>16,000</b>         |
| <b>Internal Revenues</b>                    |                      |                      |                       |                           |                        |                       |
| Beginning Fund Balance                      | 430,184              | 448,657              | 447,184               | 447,184                   | 333,664                | 333,664               |
| <b>TOTAL RESOURCES</b>                      | <b>\$ 454,848</b>    | <b>\$ 474,977</b>    | <b>\$ 469,184</b>     | <b>\$ 475,664</b>         | <b>\$ 349,664</b>      | <b>\$ 349,664</b>     |
| <b>REQUIREMENTS</b>                         |                      |                      |                       |                           |                        |                       |
| <b>Bureau Expenses</b>                      |                      |                      |                       |                           |                        |                       |
| <b>External Materials and Service</b>       |                      |                      |                       |                           |                        |                       |
|   | 6,189                | 6,313                | 10,000                | 7,000                     | 10,000                 | 10,000                |
| <b>Total Bureau Expenses</b>                | <b>6,189</b>         | <b>6,313</b>         | <b>10,000</b>         | <b>7,000</b>              | <b>10,000</b>          | <b>10,000</b>         |
| <b>Fund Requirements</b>                    |                      |                      |                       |                           |                        |                       |
| <b>Fund Cash Transfers</b>                  |                      |                      |                       |                           |                        |                       |
| General Fund                                | 0                    | 0                    | 135,000               | 135,000                   | 0                      | 0                     |
|   | 0                    | 0                    | 135,000               | 135,000                   | 0                      | 0                     |
| <b>Unappropriated Ending Balance</b>        |                      |                      |                       |                           |                        |                       |
| Unappropriated Ending Balance               | 448,659              | 468,664              | 324,184               | 333,664                   | 339,664                | 339,664               |
|   | 448,659              | 468,664              | 324,184               | 333,664                   | 339,664                | 339,664               |
| <b>Total Fund Requirements</b>              | <b>448,659</b>       | <b>468,664</b>       | <b>459,184</b>        | <b>468,664</b>            | <b>339,664</b>         | <b>339,664</b>        |
| <b>TOTAL REQUIREMENTS</b>                   | <b>\$ 454,848</b>    | <b>\$ 474,977</b>    | <b>\$ 469,184</b>     | <b>\$ 475,664</b>         | <b>\$ 349,664</b>      | <b>\$ 349,664</b>     |
| <b>LINE ITEM DETAIL – AU 229</b>            |                      |                      |                       |                           |                        |                       |
| <b>Materials and Services</b>               |                      |                      |                       |                           |                        |                       |
| <b>External Materials and Service</b>       |                      |                      |                       |                           |                        |                       |
| 547000 Retirement System Payments           | 6,189                | 6,313                | 10,000                | 7,000                     | 10,000                 | 10,000                |
| <b>Total External Materials and Service</b> | <b>6,189</b>         | <b>6,313</b>         | <b>10,000</b>         | <b>7,000</b>              | <b>10,000</b>          | <b>10,000</b>         |
| <b>Total Materials and Services</b>         | <b>6,189</b>         | <b>6,313</b>         | <b>10,000</b>         | <b>7,000</b>              | <b>10,000</b>          | <b>10,000</b>         |
| <b>TOTAL BUREAU EXPENSES</b>                | <b>\$ 6,189</b>      | <b>\$ 6,313</b>      | <b>\$ 10,000</b>      | <b>\$ 7,000</b>           | <b>\$ 10,000</b>       | <b>\$ 10,000</b>      |

## FUND OVERVIEW

The Supplemental Retirement Program Trust Fund was established by City Ordinance No. 138016 for the purpose of providing certain disability, service requirement, and death benefits for Bruce Baker, a former Chief of Police for the City of Portland. This supplemental trust was established in accordance with ORS 236.620 because Mr. Baker was not eligible for membership in, or benefits from, either the Fire and Police Disability and Retirement System (FPD&R) or the Public Employees Retirement System (PERS).

## CHANGES FROM PRIOR YEAR

The fund has a smaller capital base this year due to a transfer of funds to the General Fund in FY 1998-99. This transfer was allowed due to interest earnings being well in excess of requirements for a number of years.

188 City of Portland, Oregon – FY 1999–00 Adopted Budget

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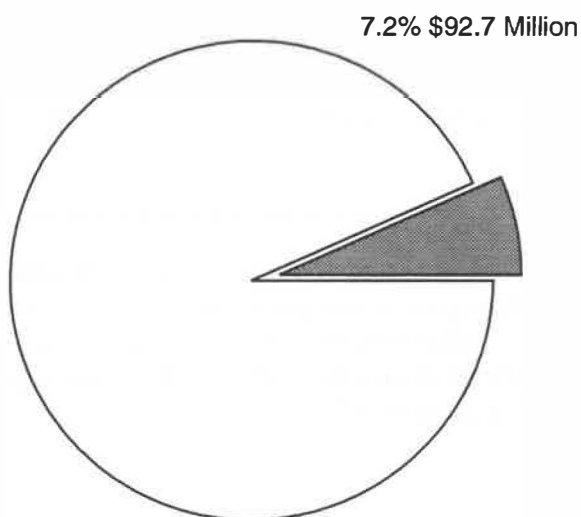
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# Parks, Recreation and Culture

## Portland Parks and Recreation

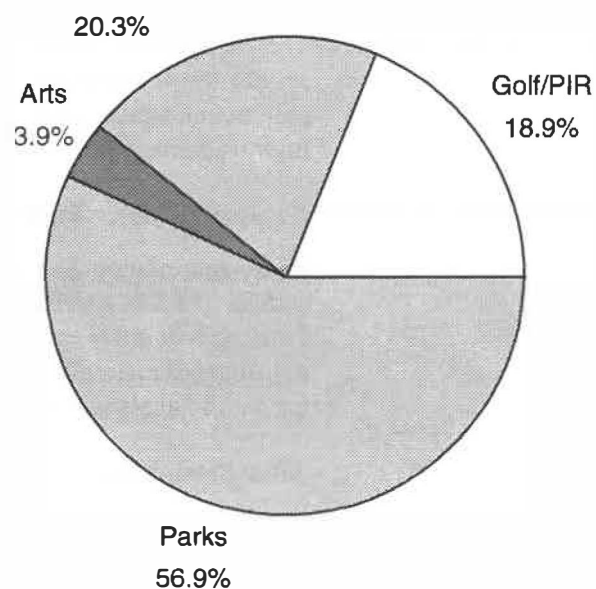
Percent of City Budget



City Budget = \$1.29 Billion

Bureau Pie Chart

### Spectator Facilities



### Service Area Overview

| Expenditures in Millions                  | Revised<br>FY 1998-99 | Adopted<br>FY 1999-00 | Change from<br>Prior Year | Per Capita<br>Change |
|---|-----------------------|-----------------------|---------------------------|----------------------|
| Operating                                 | 54,638,092            | 51,595,645            | (3,042,447)               | -9.6%                |
| Capital                                   | 29,901,311            | 14,751,472            | (15,149,839)              | -52.8%               |
| Allocated City Overhead Costs             | 2,534,532             | 2,226,544             | (307,988)                 | -15.9%               |
| <b>Total Cost with Allocated Overhead</b> | <b>\$ 87,073,935</b>  | <b>\$ 68,573,661</b>  | <b>\$ (18,500,274)</b>    | <b>-24.6%</b>        |
| Authorized Full-Time Positions            | 365                   | 375                   | 10                        | -1.6%                |

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

## Service Area Highlights

### DESCRIPTION

The Parks, Recreation and Culture Services Area includes services for Parks, Golf, Portland International Raceway, Regional Arts and Culture Council, Spectator Facilities funds, and Parks construction funds.

### MAJOR THEMES

#### Parks and Recreation

The FY 1999-00 Adopted Budget for Portland Parks & Recreation continues FY 1998-99 service levels while providing additional funding in three program areas: natural resource park maintenance, pilot programs for after school youth recreation, and park capital improvements.

#### Natural Resource Park Maintenance

Four hundred thousand of ongoing funds and \$100,000 of one-time funds will allow the Bureau of Parks and Recreation to provide improved stewardship of natural resource parks. Funding will allow the bureau to hire two skilled ecologists and additional seasonal personnel to maintain natural areas. In addition, the funding will provide improved planning for natural areas and management of volunteer support for parks.

#### After-School Youth Recreation

One time funds of \$300,000 per year for three years will allow the development of pilot "full service school" programs to support youth and families, offering a variety of recreational and social services at school during non-school hours. This funding compliments efforts by the State, Multnomah County, and Portland Public School District, and additional funding from the Annie Casey Foundation.

#### Parks Capital Projects

Increased General Fund dollars for parks capital projects in FY 1999-00 will support renovations/major repairs at

- ◆ Multnomah Art Center (\$269,500).
- ◆ Pittock Mansion (\$205,000).
- ◆ Ankeny Dock (\$104,000).
- ◆ Fulton Community Center (\$55,000).
- ◆ Delta Park Maintenance Headquarters (\$80,500).
- ◆ University Park Community Center (\$711,000).
- ◆ Landslide repairs (\$452,000).
- ◆ Second of three (\$200,000) payments to OMSI for the purchase of its Washington Park building, which will become the new location of the Children's Museum.

#### Golf Fund

#### Progress Downs

A major renovation is planned in FY 1999-00 funded by golf debt.



**RACC**

In the FY 1999-00 Adopted Budget, funding of \$200,000 is included for year two of a five year commitment to arts stabilization. In addition, \$200,000 is included for year two of a five year commitment to the ballet, and \$200,000 for year one of a five year commitment to the opera.

**Spectator Facilities  
Operating Fund**

**Parking Revenue System**

An electronic parking revenue control system has been implemented to verify parking usage in order to account for parking revenues in the public garages located at the Rose Quarter.

**Electronic Signs**

The FY 1999-00 Approved Budget includes a \$200,000 cash transfer to the Transportation Fund for two message sign installations on the I-5 ramp to the Rose Quarter area. Adding these new signs will help the City to manage traffic during events at the Rose Quarter by providing real-time parking information and alternative parking choices to I-5 drivers.

The City of Portland is committed to providing a high-quality, safe, and efficient public transit system for all residents. This commitment is reflected in the City's ongoing efforts to improve its transit services, including the implementation of new transit lines and the expansion of existing services. The City's transit system is a vital part of the community, providing a means of transportation for millions of residents and visitors each year. The City's transit system is a vital part of the community, providing a means of transportation for millions of residents and visitors each year.

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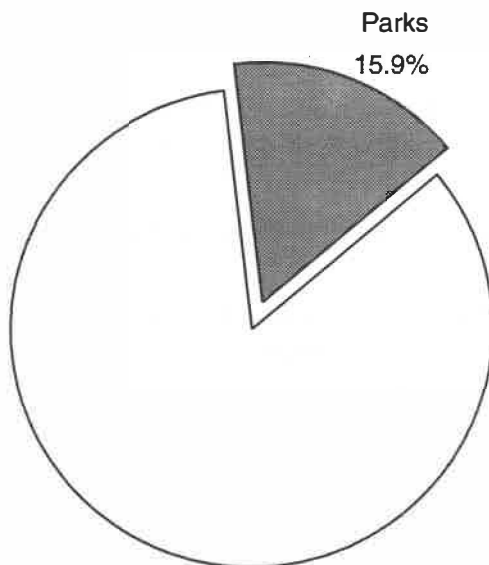
# Portland Parks and Recreation

Parks, Recreation and Culture Service Area

Jim Francesconi, Commissioner-in-Charge

Charles Jordan, Parks Director

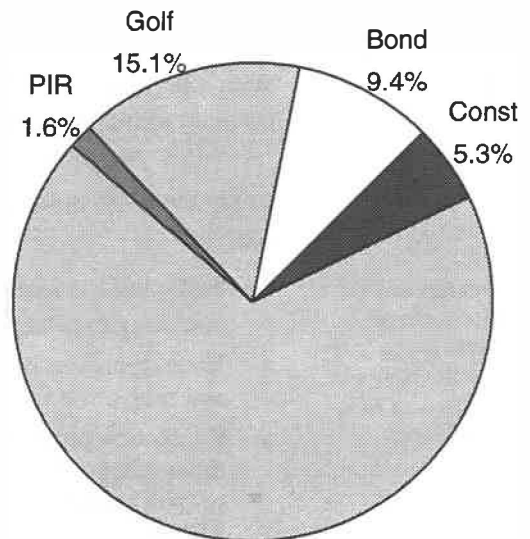
**Percent of City Budget**



84.1%

City Budget = \$1.29 Billion

**Bureau Divisions**



Parks

68.5%

**Bureau Overview**

| Expenditures in Millions                  | Revised<br>FY 1998-99 | Adopted<br>FY 1999-00 | Change from<br>Prior Year | Per Capita<br>Change |
|---|-----------------------|-----------------------|---------------------------|----------------------|
| Operating                                 | 39,388,192            | 42,713,638            | 3,325,446                 | 3.8%                 |
| Capital                                   | 29,218,753            | 12,677,306            | (16,541,447)              | -58.5%               |
| Allocated City Overhead Costs             | 2,534,532             | 2,226,544             | (307,988)                 | -15.9%               |
| <b>Total Cost with Allocated Overhead</b> | <b>\$ 71,141,477</b>  | <b>\$ 57,617,488</b>  | <b>\$ (13,523,989)</b>    | <b>-22.5%</b>        |
| Authorized Full-Time Positions            | 365                   | 375                   | 10                        | -1.6%                |

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

## Bureau Summary

### BUREAU MISSION

The mission of Portland Parks & Recreation is to ensure access to leisure opportunities and enhance Portland's natural beauty.

In pursuing this mission, Portland Parks & Recreation has three interrelated responsibilities:

To establish and protect parks, natural areas, and the urban forest;

To develop and maintain places where citizens can pursue recreational activities on their own initiative; and

To organize recreational activities that promote positive values in the community.

### BUREAU HIGHLIGHTS

#### Funding

With a total budget of \$57.3 million and 375 full-time employees, Portland Parks & Recreation maintains nearly 200 parks and 150 buildings, while providing supervised recreation programs at more than 120 locations across the City.

In FY 1999-00, these services will continue to be funded by a mixture of public and private sources:

*The Golf program and Portland International Raceway (PIR) are fully self-supporting enterprises with operating budgets of \$4.5 million and \$869,000, respectively.*

- ◆ Parks and Recreation funding from the General Fund will total \$27.9 million for current operating expenses and \$2.1 million for capital investments.
- ◆ Voter-approved bond funds will provide \$5.3 million for capital improvements to parks and recreation facilities.
- ◆ Recreation program user fees from participants are projected to be \$12.2 million. Of this total, \$6.3 million will come from customers of General Fund recreation programs or park permits, with the remainder coming from golfers or motor sports customers at PIR.
- ◆ Debt proceeds of \$3.8 million will support the golf capital budget.
- ◆ Other sources total \$6.6 million. These include grants, donations, internal charges to other City bureaus, external contractual reimbursements, and property lease income.

#### What's New in the General Fund Parks budget?

Within the General Fund, the FY 1999-00 Adopted Budget for Portland Parks & Recreation continues the FY 1998-99 service levels while providing enhanced funding in three primary areas: natural resource park maintenance, pilot programs for after school youth recreation, and park capital improvements.

#### Natural Resource Park Maintenance

Two hundred and fifty thousand dollars of ongoing funding will allow improved stewardship of natural resource parks. This will allow the bureau to

- ◆ Hire two skilled ecologists and additional seasonal personnel to maintain and protect the natural areas.
- ◆ Improve planning for natural areas.
- ◆ More effectively attract and manage volunteer support of natural area parks.

*The “full service schools” pilot program sites are also referred to as “SUN schools” (Schools Uniting Neighborhoods).*

### After-School Youth Recreation

A one-time funding commitment of \$300,000 per year for three years will allow the development of pilot “full-service school” programs to support youth and families, offering a variety of recreational and social services at school sites during non-school hours. This funding complements efforts by the State, Multnomah County, and Portland School District, with additional funding coming from the Annie Casey Foundation.

### Parks Capital Projects

Increased General Fund support for parks capital projects in FY 1999-00 will allow renovations or major repairs at:

- ◆ Multnomah Art Center (\$269,500).
- ◆ Pittock Mansion (\$205,000).
- ◆ Ankeny Dock (\$104,000).
- ◆ Fulton Community Center (\$55,000).
- ◆ Delta Park Maintenance Headquarters (\$80,500).

The FY 1999-00 General Fund capital funding also supports

- ◆ The first stage of renovation work needed at the University Park Community Center (\$711,000).
- ◆ Landslide or flood repairs at Crystal Springs (\$221,000) and Lower MacLeay Park (\$86,000).
- ◆ The second of three \$200,000 payments to OMSI for the purchase of its Washington Park building, which will become the new location of the Children’s Museum.
- ◆ Repair of a landslide in Washington Park (\$145,000).

### Other Funding Changes for FY 1999-00

The FY 1999-00 Parks General Fund budget also provides:

- ◆ Operation and maintenance of the new East Delta Park sports complex (\$150,000).
- ◆ Continued staffing for the University Park computer lab that was developed two years ago in partnership with the Intel Foundation (\$35,000).
- ◆ One-time support for a mailing of the recreation program guide (\$100,000); park maintenance costs (\$70,000), and Y2K computer costs (\$40,000), and the Neighborhood Tree Liaison Program (\$30,000).
- ◆ A major “2020 Parks” strategic planning effort and audit (\$225,000 per year for two years).

### What’s New in Other Parks Funds?

*The addition of a new aquatics center to the Mt. Scott Community Center is one of the G.O. bond-funded projects scheduled to be complete in FY 1999-00.*

Outside the General Fund, the FY 1999-00 Portland Parks & Recreation budget reflects

- ◆ The final year of park capital projects funded by the 1994 General Obligation Bond Issue.
- ◆ A major renovation of Progress Downs golf course, funded by golf debt.
- ◆ The purchase of land for future parks, funded by the parks systems development charge on newly developing residential property.

## General Description

### BUREAU OVERVIEW

#### Organizational Description

The bureau has six major program areas:

#### Park Operations and Natural Resources

Maintains approximately 200 parks and natural areas spread over 9,500 acres, along with 214 buildings which are funded by the General Fund. Also maintains landscaping for fire stations, sewer pump stations, street medians, and other City facilities with interagency revenue from other bureaus.

#### Urban Forestry

Responsible for both park trees and the City's street trees, educating property owners, issuing tree cutting permits, and reviewing development plans for compliance with City Code. Funded primarily by the General Fund and secondarily by interagency revenue (for tree services to other bureaus).

#### Recreation

Coordinates public recreation programs for Portland's residents, drawing on a mix of General Fund support and participant fees. Approximately 75% of the recreation budget goes for youth recreation programs. The bureau's recreation services are offered at about 101 sites (58 schools and 43 city-owned facilities) in addition to the parks themselves, which include 28 summer playground sites and over 100 sports fields.

#### Park Design and Construction

Responsible for the planning and development of parks and recreation facilities. Oversees capital construction. Funded by a variety of sources, usually dedicated for capital purposes.

#### Recreation Enterprises

Responsible for operating two self-supporting recreation enterprises: a system of golf courses and a motor sports racetrack, the Portland International Raceway. The enterprise budgets include elements from each the above programs: operating a recreation program, maintaining land and facilities, and making capital improvements. In addition, the Portland Parks Trust Fund is a conduit for donations and other earmarked revenues that support other parks and recreation programs.

#### Administrative Support

Provides management and central support to the bureau, including accounting, information technology, loss control, public information, volunteer coordination, human resources, and park security.

## CHANGES FROM PRIOR YEAR

The FY 1999-00 General Fund Adopted Budget for Portland Parks and Recreation totals \$37,982,602, including an operating budget of \$37,332,602 and a capital appropriation of \$650,000. The \$37.3 million operating budget goes beyond the FY 1998-99 level of funding, keeping up with growth in the park system.

### Sources of Funding

The operating budget includes both discretionary and non-discretionary resources. The discretionary resources come largely from taxpayer sources including property taxes, utility franchise licenses, business licenses and lodging taxes. The discretionary operating budget for Portland Parks and Recreation is about \$27.9 million for the Adopted Budget, compared to \$25.3 million for FY 1998-99. The operating budget at the adopted level also incorporates about \$9.5 million in expenditures supported by non-discretionary revenues, which are those that result from fees, permits, grants, external contracts and interagency agreements with other bureaus.

### Positions

The FY 1999-00 Parks General Fund budget at the adopted level has 324.5 positions (including parts of some positions that are shared with other funds), an increase of 11 positions over the FY 1998-99 Revised Budget. Six of the positions are driven by growth in the parks system, including two for the East Delta Park Sports Complex and four positions for the Natural Resources area. There are also two additional positions at the new Southwest Community Center, supported by fee revenue, and one position that was upgraded to full-time from permanent part time. Finally, there are two positions added for stores and inventory activities. These activities were previously performed by the Water Bureau under an interagency agreement.

### 1999-2000 Goals

There are three goals that Portland Parks and Recreation is trying to accomplish in the FY 1999-00 budget:

1. To focus on maintaining park assets, both by keeping up with the maintenance needs generated by new acquisitions and also by strengthening the City's stewardship over natural resource parks. Additional ongoing funding was secured for maintenance of the East Delta Park Sports Complex (\$150,000), as well as for Natural Areas ongoing maintenance (\$250,000).
2. To keep up the momentum in dealing with the serious capital deficiencies in the current parks system, with a special emphasis on the basic safety and structural integrity of buildings. General Fund discretionary funding of \$2.1 million received in FY 1999-00 will help address this.
3. To continue the promotion of youth recreational opportunities through providing after-school programs, effectively distributing the program guide, and by paying attention to the particular needs of the University Park Community Center. A one-time funding commitment of \$300,000 per year for three years will allow the development of pilot "full-service school" programs to support youth and families, offering a variety of recreational and social services at school sites during non-school hours.

## Strategic Direction

### VISION AND VALUES

The vision and values statements articulate some basic principles that motivate Portland Parks & Recreation employees and guide the bureau's decisions.

#### Portland Parks & Recreation Vision

We envision Portland--both now and in the future--with healthy individuals, a strong community, and a beautiful natural environment.

#### Portland Parks & Recreation Values

As an organization, we have a strong commitment to certain values.

##### Customer Service

We strive to give the best service possible to our customers.

##### Working Together

We value working together and with others in the community, and we actively seek volunteers, partnerships, and cooperative efforts with other organizations.

##### Positive Recreation

When organizing recreational opportunities for the public, we seek activities that are enjoyable and promote positive community values:

- ◆ Lifelong learning.
- ◆ Cooperation and teamwork.
- ◆ Health and fitness.
- ◆ Creativity.
- ◆ Sense of community, both responsibility and belonging.
- ◆ Respect for the natural environment.

##### Heritage

We value our parks heritage and accept the stewardship to build on that legacy for the benefit of future generations.

##### Inclusiveness

We respect the diversity of people's abilities, recreational interests, and circumstances, and we strive to give everyone a chance to participate.

##### Youth Development

We have a special commitment to encourage positive youth development and healthy families. Young people represent the future of Portland, and we value the opportunity to influence their lives.

##### Accountability

We are accountable to the public for the dollars we spend and the services we provide, and we value the trust the public places in us.

*Parks has a special commitment to youth and families.*



**Employees**

We value and respect our fellow employees, and we recognize that the vitality of our organization rests on employee input, commitment, energy, and skills.

**Safety**

We are committed to safety for the public and each other.

**Nature**

We value the beauty and harmony of the natural environment, and we aim to bring people to contact with nature in ways that are beneficial to both.

**MANAGEMENT GOALS & OBJECTIVES****Management  
Objectives for FY  
1999-00**

*Give first priority to  
maintaining parks, facilities,  
and the urban forest.*

**Maintenance of Parks, Facilities, and the Urban Forest - Protecting the infrastructure**

Maintaining and protecting the physical infrastructure is the first step in contributing to healthy neighborhoods, where people feel confident in their public institutions and do not worry about being in gang territory. The quality of park maintenance also affects the Central City, since people's willingness to come downtown often depends on the safety, cleanliness and attractiveness of the public spaces. The same will be true of the Willamette Greenway when it is expanded, and the planning process must incorporate explicit provision for the maintenance cost of any park land created.

This objective includes the following actions:

- ◆ Identify and seek to achieve the levels of funding and staffing necessary to protect park infrastructure in the face of increasing population, with accompanying increases in vandalism, sports field demand, and security needs. Make further improvements in estimating the operating and maintenance cost impact of particular capital investment decisions.
- ◆ Complete the new community centers in East Portland and Southwest Portland, hire their staff, develop the programming, and make sure they are attractive and well-maintained from the time they are first opened.
- ◆ Continue to improve the Park Rangers program and park signage, in order to increase park security, minimize user conflict, and generate greater observance of park rules.
- ◆ Continue to implement the Urban Forestry Management Plan.
- ◆ Continue implementation of the Forest Park Management Plan.
- ◆ Further develop the Adopt-a-Park program and look for other ways to build citizen awareness of the concept of park stewardship.

**Capital Investment - Investing in the Future**

Continue the recent emphasis on funding and implementing capital improvements to the park system, in order to draw down on the backlog of deferred capital maintenance, address the needs of park-deficient neighborhoods, and serve a growing population.

*Continue the recent emphasis on funding and implementing capital improvements.*

Capital investment in parks is needed in the Central City, along the Willamette River, and throughout Portland's neighborhoods. Capital investment is also the middle link between two other objectives: park planning and stewardship. The capital needs of the park system, whether from aging infrastructure or to keep up with annexation or population growth, were deferred for such a long time (from the 1950's through the late 1980's) that it will take years to catch up. With the cost of land rising and vacant land being developed, it will only become more expensive if these capital needs are deferred still longer.

This objective includes the following actions:

- ◆ Implement a Parks Systems Development Charge (SDC) to contribute toward the parks capital cost that accompanies population growth and new development.
- ◆ Complete the current package of capital improvements funded by the 1994 G.O. bond issue, delivering improvements to each of the planned sites by the end of 1999.
- ◆ If another bond package is approved by the City Council and the voters, implement it in a way that maintains the public trust.
- ◆ In upcoming capital requests, emphasize land acquisition in order to secure sites with potential for park development, since such sites will become rarer and much more expensive as Portland develops to higher densities.
- ◆ Work with the Rotary Club and the Friends of the Children's Museum to renovate the former OMSI site in Washington Park and relocate the Children's Museum there.
- ◆ Continue to improve the public involvement process with the goal of getting useful input and minimizing conflict.
- ◆ Work with the Portland Development Commission to build the Eastbank Esplanade park.
- ◆ Continue the development of trails for both recreation and alternative transportation purposes.
- ◆ Make major improvements to Progress Downs Golf Course over the next three years.
- ◆ Develop replacement schedules for assets (such as restrooms, roofs, play structures, boilers, picnic tables, etc.) and seek funding on a regular basis.
- ◆ Improve or replace maintenance facilities so that they are functional and meet basic seismic, ADA, and other code requirements.
- ◆ Develop a master plan for Portland International Raceway, improve the dike, and begin racetrack improvements.
- ◆ Develop and seek funding for a capital proposal to improve park signage, in order to achieve consistency, adhere to ADA and international standards, and generate voluntary compliance with park rules.

### **Park Planning - Getting Ahead of the Growth Curve**

*Plan formally for the future of Portland's system of parks and recreation facilities.*

This effort is related most directly to the City Council strategies on the Willamette Greenway, a strong Central City, and healthy neighborhoods. One of the clear needs shown by the Park SDC study is for more investment in park land acquisition and development, particularly for the smaller-scale parks in neighborhoods. Larger-scale planning efforts such as the Willamette Greenway, River District, and the Eastbank all contribute to the vitality of the Central City, and parks are among the major attractions that keep people coming to these areas.

This strategic effort includes the following actions:

- ◆ Complete the SDC study, with its long-term overview of the cost of park capital needs created by population growth and higher density.
- ◆ Develop a 2020 Plan that provides more geographic detail and public involvement than the SDC study but retains the emphasis on a broad, system-wide perspective, including defining the purposes of various types of parks.
- ◆ Create another bond package for consideration by the City Council and voters that addresses known deficiencies in the park system and provides for growth-related needs.
- ◆ Build the bureau's capacity to work successfully with the community and other agencies on making siting and design decisions that affect particular neighborhoods, developing good models for the public involvement process, and ensuring that public involvement is staffed adequately.
- ◆ In cooperation with other public agencies and private interests, plan for expanded public access to the Willamette River through the Willamette Greenway, Eastbank Esplanade, River District, and North Macadam planning efforts.
- ◆ Ensure that any planning documents for park system expansion include explicit language about the projected cost and expected source of funds for the operation and maintenance of new responsibilities.
- ◆ Complete a master plan for maintenance facilities.
- ◆ Participate in Metro's regional planning efforts, particularly the Functional Plan as it pertains to parks, natural areas, and the urban forest.

### **Organizational Renewal and Effectiveness - Giving People the Tools and Support to do Their Jobs**

*Improve management effectiveness, internal coordination, accountability, and support for line employees and field supervisors.*

This effort is internal, behind-the-scenes work: not only do we need good communication with those outside of PP&R, good communication, clear expectations, and effective management practices are needed within the bureau. The internal effectiveness most directly affects those Council strategies that are closest to the basic mission of the bureau: youth education and healthy neighborhoods.

Some of the following action items are long-standing needs (internal communications, for instance, will always be a challenge to a bureau as geographically spread-out as this one), while others fall into the category of making the post-Measure 47 organization work. In percentage terms, by far the largest Measure 47 cuts occurred in the area of management and administrative support, which means that much of the challenge in the coming two years will be internal to the organization.

This objective includes the following actions:

- ◆ Review routine internal communications tools (including staff meetings, employee newsletter, policy memos, other memos, e-mail, bureauwide meetings) for effectiveness in both lateral and vertical communications.
- ◆ Review the post-Measure 47 organizational structure, and seek funding for selected management restorations or modifications in scope.
- ◆ Renew the commitment to a safety culture and improve the loss control record.
- ◆ Strengthen support for human resources management, including improved employee training, continued improvements in development and application of bureauwide policies, an employee handbook and common training for incoming employees, further development of entry-level training classifications, and recruitment outreach to regain the workforce diversity lost to the Measure 47 cuts.

- ◆ Strengthen volunteer coordination, including continued development of the Adopt-a-Park program and improved support to the public gardens (Japanese, Rose Garden, Hoyt, Leach, Crystal Springs, and Community Gardens) as a group.
- ◆ Make further improvements in the use and collection of reliable data, both for management purposes and for reporting in the SEA report, and in the documentation of key decisions.
- ◆ Continue to develop the information technology needed to support the business needs, including a better maintenance management system, a more user-friendly recreation registration system, a forestry management system, and a link to the City's GIS.

#### **Outreach and Partnerships - Being in the Center of the Quilt, not the Edge**

*Improve communication with customers and strengthen coordination with the other organizations.*

This objective affects how business is done, not where. In solving the major community concerns like education, neighborhood vitality and citizen trust, and gang violence, the bureau cannot be the whole solution, but can contribute to the solutions by working with others, communicating effectively, and having a clear understanding of what the bureau does and what other organizations do.

For a significant capital improvement like the Willamette Greenway, the ability to work cooperatively with other bureaus and government agencies, as well as private property owners and the public at large, will be a major factor in the bureau's success. In fact, much of a formal planning process, including the process now beginning for the Willamette Greenway, is actually a carefully constructed outreach and partnership effort, one that is aimed at a particular area.

This strategic effort includes the following actions:

- ◆ Propose, fund, and carry out a consistent method of publishing and distributing the recreation program guide that reaches a broader audience than at present.
- ◆ Improve park signage.
- ◆ Strengthen volunteer coordination, including continued development of the Adopt-a-Park program and improved support to the public gardens (Japanese, Rose Garden, Hoyt, Leach, Crystal Springs, and Community Gardens) as a group.
- ◆ Explore contracting with non-profit partners for a significant part of the pilot programs for out-of-school-hours recreation.
- ◆ Explore the development of closer linkages including the possibility of facilities sharing, cooperative marketing, database sharing, and/or joint memberships or registration--with one or more of the major non-profit organizations with complementary missions and overlapping target populations.
- ◆ Continue to develop the facilities-sharing and community school partnerships with all of Portland's school districts.
- ◆ Clarify roles and responsibilities between PP&R and user groups in the management of East Delta Park, working toward the goal of having the park meet the needs of all its customers and recover its direct costs over the long term.
- ◆ In partnership with the board of the Interstate Firehouse Cultural Center, strengthen IFCC's long-term financial health and effectiveness.
- ◆ In partnership with the Rotary Club and the Friends of the Children's Museum, carry out a fund-raising campaign to relocate the Children's Museum to the former OMSI site in Washington Park.
- ◆ Work cooperatively with Metro, the Bureau of Environmental Services, the Water Bureau, and other government agencies towards common goals, including improved access to the Willamette River.

- ◆ Develop guidelines for effective relationships with friends groups.

### **Senior/Disabled Recreation - Ensuring Access for Everyone**

*Continue to improve our ability to serve those who, due to age or disability, need specialized attention.*

This effort builds public confidence and healthy neighborhoods by explicitly including two population segments who would otherwise be more isolated from the community. For both seniors and disabled citizens, isolation is a particular risk. When seniors and disabled citizens participate in recreation programs, they are more likely to feel connected enough to be involved in other neighborhood-building efforts.

In addition, many of the disabled citizens served by the bureau's programs are youth. Often, the confidence they achieve upon successful integration into recreation programs is a forerunner to increased success in their school efforts.

This objective includes the following actions:

- ◆ Complete ADA capital improvements to existing parks and facilities.
- ◆ Seek funding for the ADA-mandated access to sign language interpreters and assistance with the integration of disabled individuals into mainstream recreation programs.
- ◆ Continue to implement the Senior Leisure Services strategic plan, and work toward improved participation from the growing senior population.
- ◆ Develop a way to easily and accurately track how many seniors are served.

### **Youth Development - Strengthening the Village**

*Increase our ability to influence youth toward positive community values.*

This effort is linked to the Council's goals of focusing on education, minimizing gang violence, and strengthening Portland's neighborhoods. If funded and carried out successfully, the action items below would build young people's personal and community assets, both encouraging youth to spend their discretionary time in positive ways and encouraging adults to invest more time with youth. This should lead to more good choices including better school performance and less propensity for bad choices like gang affiliation. If carried out successfully, these action items would also increase the sense of community in Portland neighborhoods.

This strategic effort includes the following actions:

- ◆ Develop one or more pilot programs that successfully encourage youth to spend their out-of-school hours in positive ways.
- ◆ Take advantage of the newly opening East Portland Community Center to develop, in collaboration with the David Douglas School District, a model for engaging middle-school aged children in public recreation offerings.
- ◆ Continue the growing emphasis on the planning of recreation programs and identifying the strengths to be encouraged in a particular target population.
- ◆ Increase youth participation by improving the way the bureau informs them and their families of the program offerings.
- ◆ Explore alternative solutions to the transportation challenge in youth recreation including how to get kids to activities or get activities to the kids.
- ◆ In partnership with Intel, establish a computer laboratory program at the University Park Community Center targeted to minority youth.
- ◆ Within the sports and other youth recreation programs, create more of a growth track for middle school and high school-aged kids, so they can migrate from simple participation into employment or volunteer opportunities as they get older (including employment with other organizations as well as PP&R).

- ◆ Develop ways to involve greater numbers of youth in environmental stewardship and outdoor recreation programs.

## COUNCIL PRIORITIES

### Council Issues and Priorities

Below are the City Council's priority strategies and a general description of how Portland Parks & Recreation (PP&R) fits into the City's overall efforts to address that strategy.

### Keep the Central City Vital

#### Expand the Willamette Greenway

PP&R is a principal landlord of public spaces. Its strategic efforts to enhance park planning and capital investment are driven not only by regionwide growth pressures but also by specific opportunities such as the Willamette Greenway.

#### Maintain a Successful Central City

The design and maintenance of the Central City's public gathering places such as Waterfront Park, Pioneer Courthouse Square, and the Park Blocks will have a strong effect on the success of this Council strategy, so PP&R has a definite role here. In addition, the street trees and plantings along the transit mall and light rail tracks have been part of the appeal of the Downtown core. As the City seeks to expand the circle of concentrated development to the broader Central City area (including the area east of the Willamette), particular attention should be given to the parks, street trees, plantings and other amenities that help make a densely developed area successful.

### Support Quality Education to Produce Well Educated Citizens

#### Focus on Education, Including Building Partnerships, Before and Afterschool Programs, Funding, and Performance

PP&R is the City bureau most closely linked to the schools, due to the common interest in Portland's youth and joint facilities agreements. PP&R's role with school children is not in the school curriculum or instruction but in creating the supporting conditions, such as healthy individuals, strong families, and lots of positive ways to spend their non-school time, that contribute to academic success. Public recreation differs from private recreation, which includes a lot of television, movies, and hanging out, in its emphasis on community values like teamwork, creativity, and physical health. These values are consistent with good school performance.

PP&R also has an organizational linkage with the school districts through sharing of many facilities. The relationships do have their ups and downs, and financial pressures on the schools have created some minor friction in recent years, but in general, the extensive use of each other's facilities is a significant benefit to the community and a good use of taxpayer dollars.

### Maintain and Improve Our Parks, Green Spaces, Water and Air Sheds

#### Implement Neighborhood Plans, Rebuild Confidence and Trust, and Improve Livability in Distressed Neighborhoods

The parks and recreational facilities are spread throughout Portland's neighborhoods. The physical condition of the parks and the level of activity in the recreation programs is a key indicator of the health of the neighborhoods. Also, like schools and libraries, parks and recreation programs serve as a positive interface between citizens and their local governments; they therefore can make a big difference on citizens' trust in government and sense of community. Virtually anything that helps to improve the parks and recreation system will also strengthen community life at the neighborhood level.

**Ensure a Safe and Peaceful Community****Reduce Gang Violence**

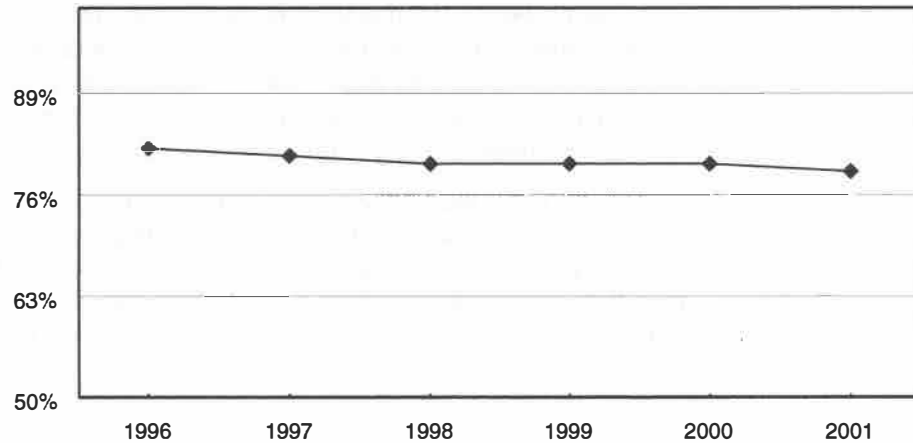
PP&R's role in this strategy falls squarely in the area of prevention, not remediation. Gang affiliation is a young person's response to a lack of respect--from self and others. Public recreation programs build self-respect and promote positive community values: lifelong learning, cooperation and teamwork, health and fitness, creativity, sense of community (both responsibility and belonging), and respect for the natural environment. The bureau has minimal roles in tracking gang members or intervening once a young person has entered the juvenile justice system, but can and do--along with families, churches, and schools--help keep large numbers of otherwise-vulnerable kids on the safe and productive road.

In addition to the preventive role played by the recreation programs, the physical condition of the parks and public buildings has a direct bearing on gang influence in a neighborhood. Because of their visibility and public nature, neighborhood parks and recreation facilities can--if they are well maintained--counter the perception of gang domination of a certain territory. If they are not well maintained, they can have the opposite effect.

## Performance Measures

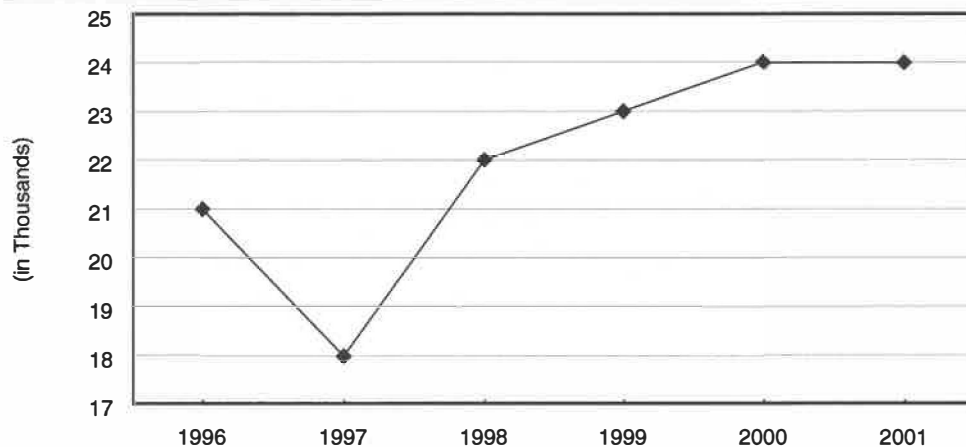
**Parks Grounds Maintenance - Citizen Satisfaction**

- ◆ The citizen satisfaction with park maintenance is expected to remain fairly stable over the next few years.



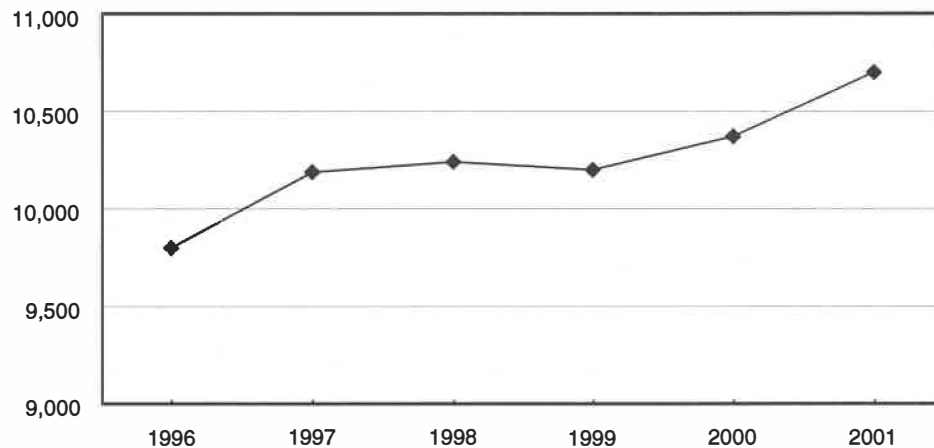
**Number of Summer Swim Lessons Taught**

- ◆ The number of summer swim lessons taught should increase as more pools are built or remodeled, assuming good weather.

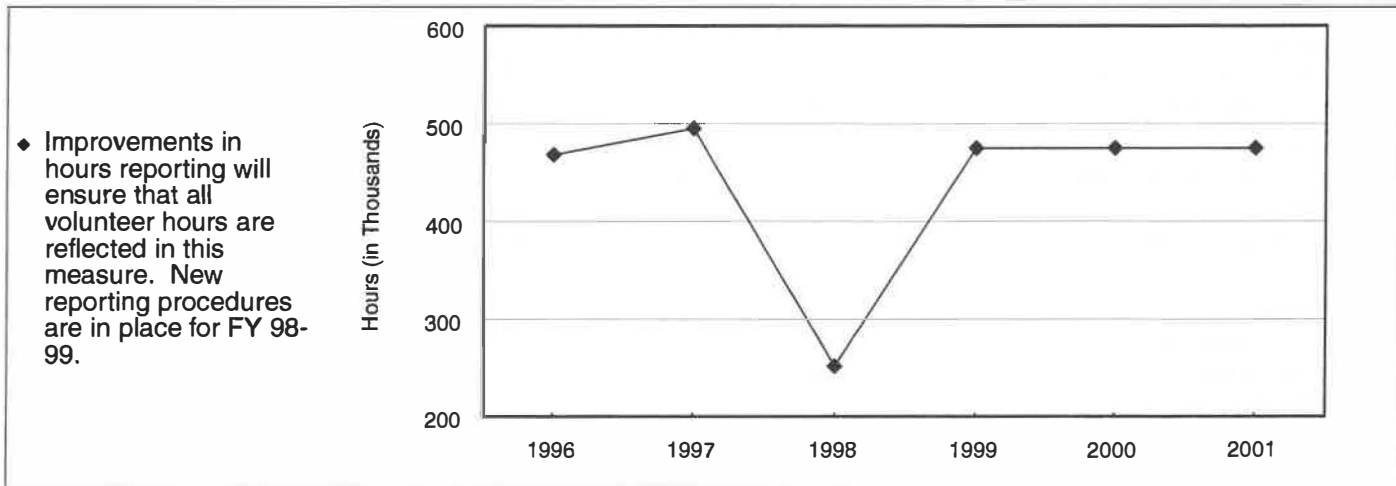


**Number of Trees Inspected**

- ◆ The demand for inspections will be constant or increase slightly. Improvements in the information system or an increase in the number of inspectors would allow a faster turnaround time.





**Volunteer Hours Documented**

|  | Actual<br>FY 1995-96 | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Yr End Est.<br>FY 1998-99 | Target<br>FY 1999-00 | Target<br>FY 2000-01 |
|--|----------------------|----------------------|----------------------|---------------------------|----------------------|----------------------|
| <b>Administration</b>                            |                      |                      |                      |                           |                      |                      |
| <b>Workload</b>                                  |                      |                      |                      |                           |                      |                      |
| Number of Full-time Positions                    | 354                  | 361                  | 334                  | 365                       | 369                  | 369                  |
| Number of Part-time FTE                          | 238                  | 237                  | 222                  | 244                       | 278                  | 285                  |
| <b>Effectiveness</b>                             |                      |                      |                      |                           |                      |                      |
| Percent Employee Satisfaction                    | 91%                  | 90%                  | 90%                  | 90%                       | 90%                  | 90%                  |
| <b>Efficiency</b>                                |                      |                      |                      |                           |                      |                      |
| Volunteer Hours Documented                       | 468,211              | 494,757              | 251,702              | 475,000                   | 475,000              | 475,000              |
| <b>CIP</b>                                       |                      |                      |                      |                           |                      |                      |
| <b>Workload</b>                                  |                      |                      |                      |                           |                      |                      |
| Number of Developed Parks                        | 145                  | 144                  | 108                  | 108                       | 108                  | 108                  |
| Number of Active Projects.                       | 55                   | 70                   | 58                   | 45                        | 16                   | 16                   |
| <b>Effectiveness</b>                             |                      |                      |                      |                           |                      |                      |
| Percentage of Projects completed on Time         | 100%                 | 100%                 | 100%                 | 100%                      | 100%                 | 100%                 |
| <b>Forestry</b>                                  |                      |                      |                      |                           |                      |                      |
| <b>Workload</b>                                  |                      |                      |                      |                           |                      |                      |
| Number of Trees Inspected                        | 9,800                | 10,188               | 10,240               | 10,200                    | 10,370               | 10,700               |
| <b>Effectiveness</b>                             |                      |                      |                      |                           |                      |                      |
| Average Backlog of Permits                       | 2.00                 | 3.84                 | 3.90                 | 4.10                      | 3.50                 | 3.60                 |
| <b>Parks/Natural Resources</b>                   |                      |                      |                      |                           |                      |                      |
| <b>Workload</b>                                  |                      |                      |                      |                           |                      |                      |
| Total number of developed acres maintained       | 9,527                | 9,578                | 9,192                | 9,610                     | 9,625                | 9,648                |
| <b>Effectiveness</b>                             |                      |                      |                      |                           |                      |                      |
| Parks Grounds Maintenance - Citizen Satisfaction | 82%                  | 81%                  | 80%                  | 80%                       | 80%                  | 79%                  |
| Park Condition Rating                            | 6.90                 | 6.83                 | 6.57                 | 6.60                      | 6.60                 | 6.60                 |
| <b>Recreation</b>                                |                      |                      |                      |                           |                      |                      |
| <b>Workload</b>                                  |                      |                      |                      |                           |                      |                      |
| Number of Summer Swim Lessons Taught             | 21,003               | 18,051               | 21,934               | 22,500                    | 23,500               | 23,500               |
| Total Recreation Attendance                      | 5,025,099            | 4,331,832            | 2,320,000            | 2,316,000                 | 2,729,000            | 2,900,000            |
| <b>Effectiveness</b>                             |                      |                      |                      |                           |                      |                      |
| Percentage of Youth Population Participating     | 47%                  | 47%                  | 51%                  | 51%                       | 50%                  | 50%                  |
| Citizens' Rating of Recreation Programs          | 74%                  | 68%                  | 69%                  | 70%                       | 70%                  | 70%                  |
| <b>Portland International Raceway</b>            |                      |                      |                      |                           |                      |                      |
| <b>Workload</b>                                  |                      |                      |                      |                           |                      |                      |
| P.I.R. Attendance                                | 395,836              | 336,121              | 344,770              | 380,000                   | 415,000              | 415,000              |
| P.I.R. Number of Use Days                        | 429                  | 401                  | 474                  | 485                       | 485                  | 485                  |
| <b>Golf Operations</b>                           |                      |                      |                      |                           |                      |                      |
| <b>Workload</b>                                  |                      |                      |                      |                           |                      |                      |
| Total Course Acres Maintained                    | 680                  | 680                  | 680                  | 680                       | 680                  | 680                  |
| <b>Effectiveness</b>                             |                      |                      |                      |                           |                      |                      |
| Total Golf Rounds Played                         | \$538,096            | \$538,096            | \$524,157            | \$526,000                 | \$456,000            | \$509,000            |
| Net Operating Income                             | \$734,223            | \$593,075            | \$1,276,000          | \$1,369,000               | \$1,118,000          | \$1,241,000          |

**Portland Parks and Recreation AU 130, 325, 608, 617, 765, 766 SUMMARY OF BUREAU BUDGET**

|   | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>EXPENDITURES</b>   |                      |                      |                       |                        |                       |
| <b>Operating Budget</b>   |                      |                      |                       |                        |                       |
| Personal Services   | 23,200,970           | 22,473,065           | 25,172,693            | 27,509,697             | 27,512,199            |
| External Materials and Service  | 10,476,861           | 9,850,669            | 9,319,262             | 10,168,134             | 10,561,586            |
| Internal Materials and Service  | 4,630,053            | 4,173,180            | 4,431,437             | 4,449,407              | 4,451,507             |
| Minor Capital Outlay  | 4,731,816            | 2,098,096            | 237,500               | 248,000                | 248,000               |
| Equipment Cash Transfers  | 30,935               | 335,930              | 137,300               | 0                      | 0                     |
| <b>Total Operating Budget</b>   | 43,070,635           | 38,930,940           | 39,298,192            | 42,375,238             | 42,773,292            |
| Capital Improvements  | 15,898,934           | 24,082,658           | 29,308,753            | 12,532,306             | 12,617,652            |
| <b>TOTAL BUREAU EXPENDITURES</b>  | <b>\$ 58,969,569</b> | <b>\$ 63,013,598</b> | <b>\$ 68,606,945</b>  | <b>\$ 54,907,544</b>   | <b>\$ 55,390,944</b>  |
| Allocated Overhead Costs  |                      |                      | 2,534,532             | 2,187,481              | 2,226,544             |
| <b>Total Cost with Allocated Overhead</b>   |                      |                      | 71,141,477            | 65,172,995             | 57,617,488            |
| <b>Authorized Full-Time Positions</b>   |                      |                      |                       |                        |                       |
| General Fund Discretionary  | 279                  | 256                  | 282                   | 295                    | 295                   |
| <b>TOTAL POSITIONS</b>  | <b>361</b>           | <b>334</b>           | <b>365</b>            | <b>375</b>             | <b>375</b>            |
| <b>RESOURCES</b>  |                      |                      |                       |                        |                       |
| Discretionary General Fund  |                      | 25,306,894           | 26,431,794            | 27,525,456             | 27,863,856            |
| <b>Non-Discretionary Revenues</b>   |                      |                      |                       |                        |                       |
| Beginning Fund Balance  |                      | 44,591,177           | 27,651,342            | 7,445,612              | 7,445,612             |
| Contract Revenues   |                      | 416,180              | 1,238,863             | 1,036,111              | 1,036,111             |
| Interagency Revenues  |                      | 7,607,360            | 3,764,320             | 3,060,598              | 3,060,598             |
| Bureau Program Revenues   |                      | 13,323,546           | 13,346,908            | 21,985,737             | 21,985,737            |
| Cash Transfers  |                      | 0                    | 1,595,564             | 1,932,000              | 2,077,000             |
| <b>Total Non-Discretionary Revenues</b>   |                      | 65,938,263           | 47,596,997            | 35,460,058             | 35,605,058            |
| Less: Fund Level Expenses   |                      | 28,231,559           | 5,421,846             | 8,077,970              | 8,077,970             |
| <b>TOTAL GENERAL FUND RESOURCES</b>   |                      | <b>\$ 63,013,598</b> | <b>\$ 68,606,945</b>  | <b>\$ 54,907,544</b>   | <b>\$ 55,390,944</b>  |
| Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.         |                      |                      |                       |                        |                       |
| Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue. |                      |                      |                       |                        |                       |
| <b>DIVISIONS</b>  |                      |                      |                       |                        |                       |
| Parks Bond Construction Division  |                      | 18,833,602           | 23,286,493            | 5,233,356              | 5,233,356             |
| Positions   |                      | 18                   | 18                    | 10                     | 10                    |
| Golf Division   |                      | 5,155,840            | 5,628,292             | 8,341,453              | 8,341,453             |
| Positions   |                      | 27                   | 27                    | 31                     | 31                    |
| Parks and Recreation Division   |                      | 38,194,632           | 36,113,621            | 37,630,218             | 37,968,618            |
| Positions   |                      | 283                  | 314                   | 325                    | 325                   |
| Portland International Raceway Division   |                      | 851,869              | 854,975               | 908,567                | 908,567               |
| Positions   |                      | 6                    | 6                     | 6                      | 6                     |
| Parks Construction Division   |                      | 0                    | 2,678,564             | 2,793,950              | 2,938,950             |
| Positions   |                      | 0                    | 0                     | 3                      | 3                     |
| Parks Stores Division   |                      | (22,345)             | 45,000                | 0                      | 0                     |
| Positions   |                      | 0                    | 0                     | 0                      | 0                     |
| <b>TOTAL DIVISIONS</b>  |                      | <b>\$ 63,013,598</b> | <b>\$ 68,606,945</b>  | <b>\$ 54,907,544</b>   | <b>\$ 55,390,944</b>  |
| Positions   |                      | <b>334</b>           | <b>365</b>            | <b>375</b>             | <b>375</b>            |

**Portland Parks and Recreation AU 130, 325, 608, 617, 765, 766 BUREAU PROGRAMS BY DIVISION**

|  | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|--|----------------------|-----------------------|------------------------|-----------------------|
| <b>PROGRAMS</b>                                |                      |                       |                        |                       |
| <b>PARKS BOND CONSTRUCTION DIVISION</b>        |                      |                       |                        |                       |
| Construc,Design & Capital Imp                  | 18,833,602           | 23,286,493            | 5,233,356              | 5,233,356             |
| Positions                                      | 18                   | 18                    | 10                     | 10                    |
| <b>TOTAL PROGRAMS</b>                          | <b>\$ 18,833,602</b> | <b>\$ 23,286,493</b>  | <b>\$ 5,233,356</b>    | <b>\$ 5,233,356</b>   |
| Positions                                      | 18                   | 18                    | 10                     | 10                    |
| <b>GOLF DIVISION</b>                           |                      |                       |                        |                       |
| Golf Operations                                | 5,155,840            | 5,628,292             | 8,341,453              | 8,341,453             |
| Positions                                      | 27                   | 27                    | 31                     | 31                    |
| <b>TOTAL PROGRAMS</b>                          | <b>\$ 5,155,840</b>  | <b>\$ 5,628,292</b>   | <b>\$ 8,341,453</b>    | <b>\$ 8,341,453</b>   |
| Positions                                      | 27                   | 27                    | 31                     | 31                    |
| <b>PARKS AND RECREATION DIVISION</b>           |                      |                       |                        |                       |
| Administration                                 | 3,373,871            | 3,031,067             | 3,186,051              | 3,248,357             |
| Positions                                      | 23                   | 25                    | 23                     | 23                    |
| C I P  | 7,535,542            | 3,240,748             | 2,094,690              | 2,094,690             |
| Positions                                      | 8                    | 11                    | 14                     | 14                    |
| Forestry                                       | 1,763,839            | 1,825,853             | 2,004,477              | 2,010,945             |
| Positions                                      | 15                   | 16                    | 23                     | 23                    |
| Parks/Natural Resources                        | 14,271,092           | 15,344,005            | 15,888,674             | 16,034,300            |
| Positions                                      | 83                   | 91                    | 154                    | 154                   |
| Recreation                                     | 11,250,288           | 12,671,948            | 14,456,326             | 14,580,326            |
| Positions                                      | 155                  | 171                   | 110                    | 110                   |
| <b>TOTAL PROGRAMS</b>                          | <b>\$ 38,194,632</b> | <b>\$ 36,113,621</b>  | <b>\$ 37,630,218</b>   | <b>\$ 37,968,618</b>  |
| Positions                                      | 283                  | 314                   | 325                    | 325                   |
| <b>PORTLAND INTERNATIONAL RACEWAY DIVISION</b> |                      |                       |                        |                       |
| Portland International Raceway                 | 851,869              | 854,975               | 908,567                | 908,567               |
| Positions                                      | 6                    | 6                     | 6                      | 6                     |
| <b>TOTAL PROGRAMS</b>                          | <b>\$ 851,869</b>    | <b>\$ 854,975</b>     | <b>\$ 908,567</b>      | <b>\$ 908,567</b>     |
| Positions                                      | 6                    | 6                     | 6                      | 6                     |
| <b>PARKS CONSTRUCTION DIVISION</b>             |                      |                       |                        |                       |
| CIP  | 0                    | 2,678,564             | 2,793,950              | 2,938,950             |
| Positions                                      | 0                    | 0                     | 3                      | 3                     |
| <b>TOTAL PROGRAMS</b>                          | <b>\$ 0</b>          | <b>\$ 2,678,564</b>   | <b>\$ 2,793,950</b>    | <b>\$ 2,938,950</b>   |
| Positions                                      | 0                    | 0                     | 3                      | 3                     |
| <b>PARKS STORES DIVISION</b>                   |                      |                       |                        |                       |
| Stock Account                                  | (22,345)             | 45,000                | 0                      | 0                     |
| Positions                                      | 0                    | 0                     | 0                      | 0                     |
| <b>TOTAL PROGRAMS</b>                          | <b>\$ (22,345)</b>   | <b>\$ 45,000</b>      | <b>\$ 0</b>            | <b>\$ 0</b>           |
| Positions                                      | 0                    | 0                     | 0                      | 0                     |

**Portland Parks and Recreation AU 130, 325, 608, 617, 765, 766**
**LINE ITEM DETAIL**

|   |                               | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|-------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>Personnel Services</b>                   |                               |                      |                      |                       |                        |                       |
| 511000                                      | Full-Time Employees           | 11,786,575           | 11,337,832           | 14,438,874            | 15,528,206             | 15,528,206            |
| 512000                                      | Part-Time Employees           | 4,043,038            | 4,104,763            | 5,196,551             | 5,477,170              | 5,477,170             |
| 514000                                      | Overtime                      | 161,434              | 151,945              | 191,097               | 180,032                | 182,343               |
| 515000                                      | Premium Pay                   | 203,136              | 178,953              | 149,328               | 185,228                | 185,228               |
| 517000                                      | Benefits                      | 5,876,814            | 5,702,108            | 6,533,521             | 6,977,131              | 6,977,322             |
| 518000                                      | Paid Absence                  | 2,227,932            | 2,223,871            | 0                     | 0                      | 0                     |
| <b>Total Personnel Services</b>             |                               | <b>24,298,929</b>    | <b>23,699,472</b>    | <b>26,509,371</b>     | <b>28,347,767</b>      | <b>28,350,269</b>     |
| <b>Materials and Services</b>               |                               |                      |                      |                       |                        |                       |
| <b>External Materials and Service</b>       |                               |                      |                      |                       |                        |                       |
| 521000                                      | Professional Services         | 2,655,328            | 1,950,193            | 1,807,341             | 924,145                | 983,799               |
| 522000                                      | Utilities                     | 1,629,807            | 1,590,934            | 1,746,637             | 1,899,400              | 1,864,913             |
| 523000                                      | Equipment Rental              | 28,954               | 33,245               | 52,828                | 85,159                 | 85,159                |
| 524000                                      | Repair & Maintenance Services | 2,449,047            | 2,040,411            | 2,385,835             | 1,732,069              | 1,809,607             |
| 525000                                      | Non-Capital Improvement       | 0                    | 0                    | 0                     | 0                      | 0                     |
| 528000                                      | Local Match Payments          | 1,628,526            | 1,013,513            | 1,094,518             | 1,446,084              | 1,570,084             |
| 529000                                      | Miscellaneous Services        | 1,744,172            | 1,959,880            | 1,317,738             | 1,798,591              | 1,985,809             |
| 531000                                      | Office Supplies               | 130,903              | 137,716              | 130,870               | 134,558                | 134,558               |
| 532000                                      | Operating Supplies            | 798,410              | 750,554              | 787,197               | 890,874                | 888,874               |
| 533000                                      | Repair & Maintenance Supplies | 1,227,603            | 1,327,567            | 868,072               | 966,086                | 964,975               |
| 534000                                      | Minor Equipment & Tools       | 360,725              | 477,200              | 235,201               | 253,854                | 248,994               |
| 535000                                      | Clothing & Uniforms           | 88,652               | 101,288              | 71,546                | 108,847                | 108,847               |
| 539000                                      | Other Commodities External    | 18,951               | 31,269               | 25,613                | 21,774                 | 21,774                |
| 541000                                      | Education                     | 41,220               | 39,103               | 60,713                | 63,394                 | 63,394                |
| 542000                                      | Local Travel                  | 48,280               | 51,102               | 51,108                | 44,154                 | 44,154                |
| 543000                                      | Out-of-Town Travel            | 18,045               | 30,524               | 50,358                | 55,678                 | 55,678                |
| 544000                                      | Space Rental                  | 10,365               | 29,827               | 56,115                | 1,900                  | 1,900                 |
| 545000                                      | Interest                      | 0                    | 0                    | 0                     | 0                      | 0                     |
| 546000                                      | Refunds                       | 0                    | 0                    | 0                     | 0                      | 0                     |
| 547000                                      | Retirement System Payments    | 0                    | 0                    | 0                     | 0                      | 0                     |
| 549000                                      | Miscellaneous                 | 256,025              | 305,136              | 194,142               | 201,970                | 189,470               |
| <b>Total External Materials and Service</b> |                               | <b>13,135,013</b>    | <b>11,869,462</b>    | <b>10,935,832</b>     | <b>10,628,537</b>      | <b>11,021,989</b>     |
| <b>Internal Materials and Service</b>       |                               |                      |                      |                       |                        |                       |
| 551000                                      | Fleet Services                | 1,221,051            | 1,194,337            | 1,322,096             | 1,380,796              | 1,380,796             |
| 552000                                      | Printing & Distribution       | 695,424              | 520,122              | 988,245               | 733,757                | 733,757               |
| 553000                                      | Facilities Services           | 336,263              | 345,019              | 357,644               | 385,293                | 373,525               |
| 554000                                      | Communications Services       | 375,036              | 409,031              | 428,134               | 489,119                | 489,119               |
| 555000                                      | Data Processing Services      | 96,807               | 76,756               | 116,520               | 126,977                | 138,745               |
| 556000                                      | Insurance                     | 856,988              | 773,481              | 634,504               | 742,895                | 742,895               |
| 557000                                      | Master Lease                  | 117,203              | 76,274               | 0                     | 0                      | 0                     |
| 558000                                      | Same Fund Services            | 16,096               | 209,704              | 57,196                | 76,240                 | 76,240                |
| 559000                                      | Other Fund Services           | 1,428,302            | 1,231,110            | 1,140,336             | 907,340                | 909,440               |
| <b>Total Internal Materials and Service</b> |                               | <b>5,143,170</b>     | <b>4,835,834</b>     | <b>5,044,675</b>      | <b>4,842,417</b>       | <b>4,844,517</b>      |
| <b>Total Materials and Services</b>         |                               | <b>18,278,183</b>    | <b>16,705,296</b>    | <b>15,980,507</b>     | <b>15,470,954</b>      | <b>15,866,506</b>     |
| <b>Capital Outlay</b>                       |                               |                      |                      |                       |                        |                       |
| 561000                                      | Land                          | 138,071              | 729,237              | 1,462,153             | 800,000                | 800,000               |
| 562000                                      | Buildings                     | 0                    | 2,007,363            | 0                     | 200,000                | 200,000               |
| 563000                                      | Improvements                  | 15,962,029           | 19,287,339           | 24,263,956            | 9,840,823              | 9,926,169             |
| 564000                                      | Capital Equipment             | 261,422              | 233,406              | 250,884               | 248,000                | 248,000               |
| 565000                                      | Facilities Lease/Purchase     | 0                    | 0                    | 0                     | 0                      | 0                     |
| 566000                                      | Equipment Lease/Purchase      | 0                    | 0                    | 0                     | 0                      | 0                     |
| 568000                                      | Other Capital Expenditure     | 0                    | 0                    | 0                     | 0                      | 0                     |
| 569000                                      | Depreciation                  | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>Total Capital Outlay</b>                 |                               | <b>16,361,522</b>    | <b>22,257,345</b>    | <b>25,976,993</b>     | <b>11,088,823</b>      | <b>11,174,169</b>     |
| 573000                                      | Equipment Cash Transfers      | 30,935               | 341,688              | 137,300               | 0                      | 0                     |
| 576000                                      | Minor Equipment Transfers     | 0                    | 9,797                | 2,774                 | 0                      | 0                     |
| <b>TOTAL BUREAU EXPENSES</b>                |                               | <b>\$ 58,969,569</b> | <b>\$ 63,013,598</b> | <b>\$ 68,606,945</b>  | <b>\$ 54,907,544</b>   | <b>\$ 55,390,944</b>  |

**Portland Parks and Recreation AU 130, 325, 608, 617, 765, 766**
**FULL-TIME POSITIONS**

| Class | Title                            | Actual<br>FY 1997 | Actual<br>FY 1998 | Revised<br>FY 1998-99 |           | Approved<br>FY 1999-00 |           | Adopted<br>FY 1999-00 |           |
|-------|----------------------------------|-------------------|-------------------|-----------------------|-----------|------------------------|-----------|-----------------------|-----------|
|       |                                  | No.               | No.               | No.                   | Amount    | No.                    | Amount    | No.                   | Amount    |
| 510   | Accounting Assistant             | 5                 | 4                 | 4                     | 124,780   | 4                      | 129,364   | 4                     | 129,364   |
| 230   | Administrative Secretary         | 0                 | 1                 | 1                     | 36,811    | 1                      | 39,976    | 1                     | 39,976    |
| 815   | Administrative Specialist        | 1                 | 3                 | 2                     | 62,891    | 3                      | 91,589    | 3                     | 91,589    |
| 920   | Administrative Supervisor I      | 0                 | 0                 | 0                     | 0         | 1                      | 41,992    | 1                     | 41,992    |
| 922   | Administrative Supervisor II     | 0                 | 0                 | 1                     | 40,593    | 0                      | 0         | 0                     | 0         |
| 2532  | Applications Analyst II          | 0                 | 0                 | 0                     | 0         | 1                      | 49,058    | 1                     | 49,058    |
| 3134  | Architect                        | 11                | 10                | 8                     | 450,956   | 7                      | 359,750   | 4                     | 236,008   |
| 3138  | Architectural Supervisor         | 1                 | 1                 | 1                     | 70,919    | 0                      | 0         | 0                     | 0         |
| 826   | Assistant Financial Analyst      | 1                 | 1                 | 1                     | 42,187    | 1                      | 30,192    | 1                     | 30,192    |
| 950   | Assistant Management Analyst     | 0                 | 2                 | 2                     | 85,128    | 2                      | 87,097    | 2                     | 87,097    |
| 962   | Assistant Program Specialist     | 1                 | 2                 | 2                     | 88,907    | 3                      | 135,575   | 3                     | 135,575   |
| 4334  | Assistant Recreation Manager     | 1                 | 0                 | 0                     | 0         | 0                      | 0         | 0                     | 0         |
| 514   | Associate Accountant             | 3                 | 3                 | 3                     | 110,874   | 2                      | 76,630    | 2                     | 76,630    |
| 4125  | Botanic Specialist               | 3                 | 3                 | 3                     | 164,649   | 3                      | 171,915   | 3                     | 171,915   |
| 4127  | Botanic Supervisor               | 1                 | 1                 | 1                     | 61,241    | 1                      | 63,509    | 1                     | 63,509    |
| 3133  | Building / Landscape Designer    | 5                 | 5                 | 5                     | 216,934   | 4                      | 184,784   | 3                     | 138,588   |
| 1115  | Building Maintenance Mechanic    | 1                 | 1                 | 4                     | 115,876   | 4                      | 167,764   | 4                     | 167,764   |
| 928   | Bureau Administrative Manager    | 2                 | 2                 | 2                     | 142,860   | 2                      | 148,146   | 2                     | 148,146   |
| 1420  | Carpenter                        | 5                 | 5                 | 5                     | 202,225   | 5                      | 209,705   | 5                     | 209,705   |
| 3236  | Chief Planner                    | 1                 | 1                 | 1                     | 71,430    | 1                      | 74,073    | 1                     | 74,073    |
| 4131  | City Forester                    | 1                 | 1                 | 1                     | 61,241    | 1                      | 63,509    | 1                     | 63,509    |
| 114   | Clerical Specialist              | 4                 | 4                 | 5                     | 144,534   | 4                      | 107,509   | 4                     | 107,509   |
| 7490  | Community Relations Assistant    | 1                 | 1                 | 1                     | 49,882    | 2                      | 92,203    | 2                     | 92,203    |
| 7492  | Community Relations Specialist   | 1                 | 1                 | 1                     | 49,987    | 1                      | 53,954    | 1                     | 53,954    |
| 1316  | Construction Equip Operator II   | 1                 | 1                 | 1                     | 40,152    | 1                      | 41,627    | 1                     | 41,627    |
| 1110  | Custodial Worker                 | 1                 | 1                 | 1                     | 28,125    | 1                      | 29,155    | 1                     | 29,155    |
| 975   | Deputy Director                  | 1                 | 1                 | 1                     | 83,290    | 1                      | 86,376    | 1                     | 86,376    |
| 1453  | Electrician                      | 3                 | 3                 | 3                     | 138,309   | 3                      | 156,384   | 3                     | 156,384   |
| 1132  | Facilities & Maint Supervisor    | 19                | 17                | 18                    | 902,660   | 18                     | 939,992   | 18                    | 939,992   |
| 1136  | Facilities & Maintenance Manager | 1                 | 1                 | 1                     | 71,430    | 1                      | 74,073    | 1                     | 74,073    |
| 827   | Financial Analyst                | 1                 | 1                 | 1                     | 49,865    | 1                      | 53,722    | 1                     | 53,722    |
| 4129  | Forestry Program Supervisor      | 1                 | 1                 | 1                     | 49,152    | 1                      | 53,053    | 1                     | 53,053    |
| 4113  | Gardener                         | 25                | 22                | 25                    | 949,000   | 26                     | 1,034,676 | 26                    | 1,034,676 |
| 1524  | General Mechanic                 | 1                 | 1                 | 1                     | 40,445    | 1                      | 41,941    | 1                     | 41,941    |
| 4175  | Golf Courses Manager             | 1                 | 1                 | 1                     | 58,213    | 1                      | 60,365    | 1                     | 60,365    |
| 1220  | Greenskeeper I                   | 12                | 12                | 12                    | 419,688   | 15                     | 543,915   | 15                    | 543,915   |
| 1221  | Greenskeeper II                  | 5                 | 5                 | 5                     | 184,055   | 5                      | 190,840   | 5                     | 190,840   |
| 1222  | Greenskeeper III                 | 5                 | 5                 | 5                     | 202,025   | 5                      | 209,705   | 5                     | 209,705   |
| 4110  | High Climber                     | 9                 | 8                 | 8                     | 312,416   | 8                      | 326,304   | 8                     | 326,304   |
| 614   | Human Resources Coordinator      | 0                 | 0                 | 1                     | 56,138    | 1                      | 63,509    | 1                     | 63,509    |
| 2524  | Info Systems Tech III            | 0                 | 0                 | 0                     | 0         | 1                      | 50,986    | 1                     | 50,986    |
| 2542  | Information Systems Analyst II   | 2                 | 2                 | 2                     | 89,657    | 1                      | 51,165    | 1                     | 51,165    |
| 2543  | Information Systems Analyst III  | 0                 | 0                 | 0                     | 0         | 1                      | 51,061    | 1                     | 51,061    |
| 2544  | Information Systems Analyst IV   | 1                 | 1                 | 1                     | 53,421    | 0                      | 0         | 0                     | 0         |
| 2550  | Information Systems Manager      | 1                 | 1                 | 1                     | 66,941    | 0                      | 0         | 0                     | 0         |
| 1116  | Lead Bldg Maintenance Mechanic   | 0                 | 0                 | 0                     | 0         | 1                      | 44,037    | 1                     | 44,037    |
| 1421  | Lead Carpenter                   | 1                 | 1                 | 1                     | 42,470    | 1                      | 44,034    | 1                     | 44,034    |
| 1240  | Maintenance Mechanic             | 14                | 13                | 13                    | 485,875   | 12                     | 464,500   | 12                    | 464,500   |
| 1208  | Maintenance Worker               | 8                 | 8                 | 10                    | 199,568   | 9                      | 187,738   | 9                     | 187,738   |
| 2540  | MIS Support Technician           | 2                 | 2                 | 2                     | 84,362    | 0                      | 0         | 0                     | 0         |
| 1237  | Mower Operator                   | 15                | 8                 | 8                     | 274,715   | 8                      | 290,088   | 8                     | 290,088   |
| 116   | Office Manager                   | 1                 | 0                 | 0                     | 0         | 0                      | 0         | 0                     | 0         |
| 1443  | Painter                          | 2                 | 2                 | 3                     | 121,335   | 2                      | 83,882    | 2                     | 83,882    |
| 1215  | Park Attendant                   | 31                | 27                | 30                    | 1,024,489 | 31                     | 1,122,056 | 31                    | 1,122,056 |
| 4337  | Parks & Recreation Director      | 1                 | 1                 | 1                     | 97,155    | 1                      | 100,755   | 1                     | 100,755   |
| 832   | Principal Financial Analyst      | 1                 | 0                 | 0                     | 0         | 0                      | 0         | 0                     | 0         |
| 2545  | Principal Info Systems Analyst   | 0                 | 0                 | 0                     | 0         | 1                      | 63,573    | 1                     | 63,573    |
| 968   | Program Manager I                | 4                 | 3                 | 4                     | 225,401   | 5                      | 290,796   | 5                     | 290,796   |
| 970   | Program Manager II               | 1                 | 0                 | 2                     | 118,468   | 2                      | 127,018   | 2                     | 127,018   |
| 972   | Program Manager III              | 0                 | 0                 | 0                     | 0         | 1                      | 77,090    | 1                     | 77,090    |
| 964   | Program Specialist               | 2                 | 3                 | 2                     | 90,360    | 2                      | 97,499    | 2                     | 97,499    |
| 4352  | Racetrack Manager                | 1                 | 1                 | 1                     | 58,213    | 1                      | 60,365    | 1                     | 60,365    |
| 4335  | Recreation & Operations Manager  | 2                 | 1                 | 0                     | 0         | 0                      | 0         | 0                     | 0         |
| 4325  | Recreation Coordinator I         | 38                | 37                | 42                    | 1,436,204 | 51                     | 1,833,266 | 51                    | 1,833,266 |
| 4326  | Recreation Coordinator II        | 11                | 11                | 12                    | 422,518   | 14                     | 519,375   | 14                    | 519,375   |
| 4322  | Recreation Leader                | 11                | 10                | 17                    | 418,557   | 10                     | 278,938   | 10                    | 278,938   |
| 4332  | Recreation Supervisor            | 25                | 21                | 19                    | 944,703   | 17                     | 893,574   | 17                    | 893,574   |
| 220   | Secretarial Clerk I              | 3                 | 3                 | 1                     | 28,251    | 1                      | 29,302    | 1                     | 29,302    |
| 816   | Senior Administrative Specialist | 4                 | 3                 | 4                     | 153,192   | 3                      | 89,389    | 3                     | 89,389    |

**Portland Parks and Recreation AU 130, 325, 608, 617, 765, 766**
**FULL-TIME POSITIONS**

|                                  |                                  | Actual<br>FY 1997 | Actual<br>FY 1998 | Revised<br>FY 1998-99 |                      | Approved<br>FY 1999-00 |                      | Adopted<br>FY 1999-00 |                      |
|----------------------------------|----------------------------------|-------------------|-------------------|-----------------------|----------------------|------------------------|----------------------|-----------------------|----------------------|
| Class                            | Title                            | No.               | No.               | No.                   | Amount               | No.                    | Amount               | No.                   | Amount               |
| 828                              | Senior Financial Analyst         | 1                 | 1                 | 1                     | 58,213               | 1                      | 60,365               | 1                     | 60,365               |
| 2552                             | Senior Information Systems Mgr   | 0                 | 0                 | 0                     | 0                    | 1                      | 75,419               | 1                     | 75,419               |
| 3231                             | Senior Planner                   | 0                 | 0                 | 1                     | 48,011               | 1                      | 50,954               | 5                     | 220,892              |
| 4333                             | Senior Recreation Supervisor     | 3                 | 4                 | 3                     | 174,615              | 3                      | 181,095              | 3                     | 181,095              |
| 848                              | Senior Risk Specialist           | 1                 | 1                 | 1                     | 55,118               | 1                      | 60,365               | 1                     | 60,365               |
| 1134                             | Sr Facilities & Maint Supervisor | 6                 | 5                 | 6                     | 338,006              | 5                      | 261,771              | 5                     | 261,771              |
| 410                              | Storekeeper                      | 0                 | 0                 | 0                     | 0                    | 2                      | 73,988               | 2                     | 73,988               |
| 115                              | Supervising Clerk                | 0                 | 0                 | 0                     | 0                    | 1                      | 34,752               | 1                     | 34,752               |
| 1457                             | Supervising Electrician          | 1                 | 1                 | 1                     | 50,843               | 1                      | 57,472               | 1                     | 57,472               |
| 3122                             | Surveyor I                       | 0                 | 0                 | 1                     | 11,516               | 1                      | 41,867               | 1                     | 41,867               |
| 3107                             | Technician I                     | 0                 | 0                 | 1                     | 27,373               | 0                      | 0                    | 0                     | 0                    |
| 3108                             | Technician II                    | 1                 | 1                 | 1                     | 39,933               | 2                      | 80,108               | 2                     | 80,108               |
| 3109                             | Technician III                   | 1                 | 1                 | 1                     | 50,556               | 1                      | 49,571               | 1                     | 49,571               |
| 4114                             | Tree Inspector                   | 4                 | 5                 | 6                     | 249,978              | 6                      | 267,721              | 6                     | 267,721              |
| 1218                             | Utility Worker                   | 25                | 23                | 26                    | 878,544              | 30                     | 1,056,399            | 30                    | 1,056,399            |
| 1513                             | Welder                           | 1                 | 1                 | 1                     | 40,445               | 1                      | 41,941               | 1                     | 41,941               |
| <b>TOTAL FULL-TIME POSITIONS</b> |                                  | <b>361</b>        | <b>334</b>        | <b>365</b>            | <b>\$ 14,438,874</b> | <b>375</b>             | <b>\$ 15,528,206</b> | <b>375</b>            | <b>\$ 15,528,206</b> |

**Portland Parks and Recreation AU 130, 325, 608, 617, 765, 766**
**BUDGET DECISIONS**

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

| ACTION  | AMOUNT     |           |                      | FTE          | DECISION                                    |
|---|------------|-----------|----------------------|--------------|---|
|   | Ongoing    | One-Time  | Total Package        |              |   |
|   | 35,791,248 | 0         | 35,791,248           | 318.0        | FY 1999-2000 Current Service Level Estimate |
| <b>CSL Estimate Adjustments</b>                 |            |           |                      |              | None  |
| <b>Mayor's Proposed Budget Decisions</b>        |            |           |                      |              |   |
|   | 8,157      | 0         | 8,157                | 0.0          | BIT Interagency Adjustment                  |
|   | 5,029      |           | 5,029                | 0.0          | Child Care Facility                         |
|   | 11,768     |           | 11,768               | 0.0          | Backbone                                    |
|   | 5,000      | 0         | 5,000                | 0.0          | Humboldt GS by Ordinance                    |
|   | 400,000    | 100,000   | 500,000              | 5.0          | On-going Maintenance                        |
|   | 0          | 100,000   | 100,000              | 0.0          | Program guide                               |
|   | 0          | 40,000    | 40,000               | 0.0          | Information Systems, Y2K conversion         |
|   | 0          | 300,000   | 300,000              | 0.0          | Youth/School Partnership                    |
|   | 35,000     | 0         | 35,000               | 0.0          | University Park Partnership                 |
|   | 0          | 225,000   | 225,000              | 1.0          | 2020/ Plans/Park Audit                      |
|   | 198,000    | 425,000   | 623,000              | 1.0          | Second year budget decisions                |
| <b>Approved Budget Additions and Reductions</b> |            |           |                      |              | None  |
| <b>Adopted Budget Additions and Reductions</b>  |            |           |                      |              |   |
|   | 33,650     | 0         | 33,650               | 0.0          | IT positions adjustments                    |
|   | 0          | 124,000   | 124,000              | 0.0          | Carryover for After School Programs         |
|   | 0          | 180,750   | 180,750              | 0.0          | Carryover for Programs Guide                |
|   | 696,604    | 1,494,750 | 2,191,354            | 7.0          | Total FY 1999-2000 Decision Packages        |
|   |            |           | <b>\$ 37,982,602</b> | <b>325.0</b> | Total Adopted Budget                        |
| <b>FY1999-2000 Decision Packages Not Funded</b> |            |           |                      |              |   |
|   | 0          | 70,000    | 70,000               | 0.0          | Vans for activities                         |
|   | 0          | 120,000   | 120,000              | 0.0          | Off-leash Area-up front costs               |
|   | 0          | 6,731,000 | 6,731,000            | 0.0          | Basic Infrastructure Plan                   |
|   | 0          | 900,000   | 900,000              | 0.0          | Peninsula/Mt Scott Renovations              |
|   | 0          | 149,000   | 149,000              | 0.0          | Annual hardware replacement                 |
|   | 0          | 610,000   | 610,000              | 4.0          | Youth Recreation Opportunity                |
|   | 0          | 375,000   | 375,000              | 3.0          | 2020/ Plan Parks Audit                      |
|   | 0          | 81,000    | 81,000               | 1.0          | Community Involvement and Education         |
|   |            |           | <b>\$ 9,036,000</b>  | <b>8.0</b>   | Total Decision Packages Not Funded          |



# Parks and Recreation Division

## OVERVIEW

### Organizational Description

The Parks and Recreation Division has six programs: Park Operations and Natural Resources, Recreation, Forestry, CIP, and Administration.

## Overview of Programs

### PARKS/NATURAL RESOURCES

Park Operations and Natural Resources is the largest program in the Parks and Recreation Division. There are 152.6 full-time positions in the Adopted Budget, including part of some positions that are shared with other programs.

#### Operations

Operations is divided into six park districts throughout the City. Employees of the each of the districts are generalists who maintain the developed parks, pickup litter, clean restrooms, perform safety inspections of play equipment, make minor repairs, and provide plant care. The district employees also coordinate activities within the City's specialty gardens including the Japanese Garden, Crystal Springs Rhododendron Garden, and Leach Botanical Garden. In addition, a separate crew is responsible for the City's three rose gardens.

The program also includes four specialist work units: Turf Maintenance, Horticultural Services, Structures, and Equipment. Horticultural Services and Turf Maintenance, in particular, also perform services for other bureaus under interagency agreements.

#### Turf Maintenance

This unit runs the machine shop in addition to mowing, overseeding, and fertilizing turf. During the off-season, it provides workers for the other units.

#### Horticultural Services

Horticultural Services includes the Community Gardens program and the greenhouse/nursery operation.

#### Structures

The Structures unit includes carpenters, electricians, painters, swimming pool mechanics, a play equipment repair person, and other workers dedicated to maintaining PP&R's 214 buildings.

#### Equipment

The Equipment unit does paving, grading, major ballfield renovations, irrigation repairs, and other services involving heavy equipment.

## Natural Resources

Natural Resources is responsible for Forest Park, Powell Butte, Hoyt Arboretum, and other natural areas. This work unit also oversees the implementation of the Metro 26-26 greenspace acquisition program, even though the capital dollars and its one full-time position are budgeted with other CIP projects in the Design & Construction part of the budget.

## RECREATION

The Recreation program accounts for a wide array of recreation services. The FY 1999-00 Adopted Budget includes 110 full-time positions.

### Community Centers and Community Schools

The Community Centers and Community Schools programs are the generalists who are responsible for pulling in resources and activities to the sites for which they are responsible. There are 13 community centers, ranging from fully programmed sites like Dishman, Mt. Scott, and the new community centers in Southwest and East Portland, to smaller centers such as Overlook, Hillside, or Woodstock.

*The Southwest Community Center which includes an indoor pool is the newest recreation facility, opening in June, 1999.*

At present, there are 13 staffed community schools, and staff in both community schools and centers currently provide after-school programming at 45 satellite sites, usually elementary schools. The staff in the community schools and centers also collaborate to provide summer playground programming at 28 parks and school sites across the City.

### Other Programs

There are variety of specialists who focus on particular types of recreation or particular market segments: Outdoor Recreation, the Youth-at-Risk program, Disabled Citizens Recreation, Senior Leisure Services, Aquatics, the Sports Office (which oversees Ballfield Maintenance and the Tennis program as well as the scheduling of sports leagues), and Metro Performing Arts, which focuses on dance and theater. There are also some specialty facilities: the Pittock Mansion, the Multnomah Art Center, the Children's Museum, the Community Music Center, and the Interstate Firehouse Cultural Center.

The Reservation Center staff support the above programs by registering customers for classes, coordinating Waterfront Park special events, and issuing permits for picnics, weddings, sports practices and games, rentals of community centers, and other events.

## FORESTRY

The Forestry staff, which consists of 23 positions at the adopted level, is responsible for maintaining park trees, inspecting street trees, and issuing tree permits. They also apply work to prevent the spread of Dutch Elm disease in the City.

## CIP

This program consists of \$650,000 of capital funds supported by Metro 26-26 Greenspaces bond funds, and the remainder of the parks capital budget is shown in one of the two construction funds. The remaining \$1.4 million is mostly design and construction management staff funded by discretionary General Fund resources and by reimbursement from other bureaus. There are 14.2 positions in this program.

## ADMINISTRATION

The Administration program carries out typical administrative activities for a bureau the size and scope of PP&R. Besides the Director, this program includes several support functions. The majority of the positions are in accounting and financial planning (9) or information systems (5 positions). In addition, there are one or two positions each in volunteer coordination, communications services, personnel management, clerical and staff support, fund-raising and community relations. With a total Adopted Budget of about \$3.4 million dollars, the 24.7 positions provide support and direction for a \$57.2 million agency with 375 full-time positions and over 900 part-time and seasonal positions.

**Parks and Recreation Division AU 130**
**SUMMARY OF DIVISION BUDGET**

|   | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>EXPENDITURES</b>   |                      |                      |                       |                        |                       |
| <b>Operating Budget</b>   |                      |                      |                       |                        |                       |
| Personal Services   | 20,473,672           | 19,852,650           | 22,576,604            | 24,674,710             | 24,677,212            |
| External Materials and Service  | 8,557,826            | 8,017,102            | 7,548,621             | 8,430,034              | 8,763,832             |
| Internal Materials and Service  | 3,808,573            | 3,533,204            | 3,869,729             | 3,807,474              | 3,809,574             |
| Minor Capital Outlay  | 1,953,520            | 324,700              | 47,500                | 68,000                 | 68,000                |
| Equipment Cash Transfers  | 30,935               | 335,930              | 137,300               | 0                      | 0                     |
| <b>Total Operating Budget</b>   | 34,824,526           | 32,063,586           | 34,179,754            | 36,980,218             | 37,318,618            |
| Capital Improvements  | 2,402,432            | 6,131,046            | 1,933,867             | 650,000                | 650,000               |
| <b>TOTAL BUREAU EXPENDITURES</b>  | <b>\$ 37,226,958</b> | <b>\$ 38,194,632</b> | <b>\$ 36,113,621</b>  | <b>\$ 37,630,218</b>   | <b>\$ 37,968,618</b>  |
| Allocated Overhead Costs  |                      |                      | 2,275,112             | 1,931,205              | 1,973,256             |
| <b>Total Cost with Allocated Overhead</b>   |                      |                      | 38,402,725            | 39,575,407             | 39,955,858            |
| <b>Authorized Full-Time Positions</b>   |                      |                      |                       |                        |                       |
| General Fund Discretionary  | 279                  | 256                  | 282                   | 295                    | 295                   |
| <b>TOTAL POSITIONS</b>  | <b>309</b>           | <b>283</b>           | <b>314</b>            | <b>325</b>             | <b>325</b>            |
| <b>RESOURCES</b>  |                      |                      |                       |                        |                       |
| Discretionary General Fund  |                      | 25,306,894           | 26,431,794            | 27,525,456             | 27,863,856            |
| <b>Non-Discretionary Revenues</b>   |                      |                      |                       |                        |                       |
| Contract Revenues   |                      | 416,180              | 1,008,863             | 976,457                | 976,457               |
| Interagency Revenues  |                      | 7,607,360            | 3,736,320             | 3,060,598              | 3,060,598             |
| Bureau Program Revenues   |                      | 4,899,108            | 4,950,636             | 6,081,691              | 6,081,691             |
| Overhead Revenues   |                      | 0                    | 0                     | 0                      | 0                     |
| <b>Total Non-Discretionary Revenues</b>   |                      | 12,922,648           | 9,695,819             | 10,118,746             | 10,118,746            |
| Less: Fund Level Expenses   |                      | 34,910               | 13,992                | 13,984                 | 13,984                |
| <b>TOTAL GENERAL FUND RESOURCES</b>   |                      | <b>\$ 38,194,632</b> | <b>\$ 36,113,621</b>  | <b>\$ 37,630,218</b>   | <b>\$ 37,968,618</b>  |
| Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.         |                      |                      |                       |                        |                       |
| Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue. |                      |                      |                       |                        |                       |
| <b>PROGRAMS</b>   |                      |                      |                       |                        |                       |
| Administration  |                      | 3,373,871            | 3,031,067             | 3,186,051              | 3,248,357             |
| Positions   |                      | 23                   | 25                    | 23                     | 23                    |
| C I P   |                      | 7,535,542            | 3,240,748             | 2,094,690              | 2,094,690             |
| Positions   |                      | 8                    | 11                    | 14                     | 14                    |
| Forestry  |                      | 1,763,839            | 1,825,853             | 2,004,477              | 2,010,945             |
| Positions   |                      | 15                   | 16                    | 23                     | 23                    |
| Parks/Natural Resources   |                      | 14,271,092           | 15,344,005            | 15,888,674             | 16,034,300            |
| Positions   |                      | 83                   | 91                    | 154                    | 154                   |
| Recreation  |                      | 11,250,288           | 12,671,948            | 14,456,326             | 14,580,326            |
| Positions   |                      | 155                  | 171                   | 110                    | 110                   |
| <b>TOTAL PROGRAMS</b>   |                      | <b>\$ 38,194,632</b> | <b>\$ 36,113,621</b>  | <b>\$ 37,630,218</b>   | <b>\$ 37,968,618</b>  |
| Positions   |                      | <b>283</b>           | <b>314</b>            | <b>325</b>             | <b>325</b>            |

**Parks and Recreation Division AU 130**
**LINE ITEM DETAIL**

|   |                               | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|-------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>Personnel Services</b>                   |                               |                      |                      |                       |                        |                       |
| 511000                                      | Full-Time Employees           | 9,759,170            | 9,276,301            | 12,220,059            | 13,468,790             | 13,468,790            |
| 512000                                      | Part-Time Employees           | 3,781,802            | 3,830,114            | 4,677,652             | 4,987,084              | 4,987,084             |
| 514000                                      | Overtime                      | 119,888              | 113,597              | 125,065               | 133,962                | 136,273               |
| 515000                                      | Premium Pay                   | 181,505              | 152,269              | 138,848               | 158,728                | 158,728               |
| 517000                                      | Benefits                      | 4,911,875            | 4,710,293            | 5,510,590             | 6,018,440              | 6,018,631             |
| 518000                                      | Paid Absence                  | 1,865,855            | 1,859,497            | 0                     | 0                      | 0                     |
| <b>Total Personnel Services</b>             |                               | <b>20,620,095</b>    | <b>19,942,071</b>    | <b>22,672,214</b>     | <b>24,767,004</b>      | <b>24,769,506</b>     |
| <b>Materials and Services</b>               |                               |                      |                      |                       |                        |                       |
| <b>External Materials and Service</b>       |                               |                      |                      |                       |                        |                       |
| 521000                                      | Professional Services         | 808,426              | 790,178              | 582,627               | 617,145                | 617,145               |
| 522000                                      | Utilities                     | 1,484,160            | 1,441,518            | 1,591,637             | 1,740,450              | 1,705,963             |
| 523000                                      | Equipment Rental              | 11,674               | 15,686               | 25,828                | 66,659                 | 66,659                |
| 524000                                      | Repair & Maintenance Services | 2,322,359            | 1,883,619            | 2,264,568             | 1,436,972              | 1,514,510             |
| 525000                                      | Non-Capital Improvement       | 0                    | 0                    | 0                     | 0                      | 0                     |
| 528000                                      | Local Match Payments          | 1,464,936            | 958,626              | 1,094,518             | 1,446,084              | 1,570,084             |
| 529000                                      | Miscellaneous Services        | 920,279              | 1,136,754            | 502,738               | 1,101,641              | 1,288,859             |
| 531000                                      | Office Supplies               | 119,090              | 124,344              | 111,270               | 123,858                | 123,858               |
| 532000                                      | Operating Supplies            | 555,152              | 540,561              | 580,197               | 685,124                | 683,124               |
| 533000                                      | Repair & Maintenance Supplies | 998,913              | 1,107,707            | 558,573               | 686,586                | 685,475               |
| 534000                                      | Minor Equipment & Tools       | 320,075              | 329,537              | 196,201               | 217,154                | 212,294               |
| 535000                                      | Clothing & Uniforms           | 77,998               | 93,134               | 63,346                | 98,697                 | 98,697                |
| 539000                                      | Other Commodities External    | 16,412               | 24,598               | 18,088                | 19,574                 | 19,574                |
| 541000                                      | Education                     | 36,876               | 32,514               | 48,713                | 54,944                 | 54,944                |
| 542000                                      | Local Travel                  | 45,058               | 48,792               | 44,508                | 40,504                 | 40,504                |
| 543000                                      | Out-of-Town Travel            | 15,382               | 25,286               | 37,858                | 45,478                 | 45,478                |
| 544000                                      | Space Rental                  | 10,365               | 29,827               | 56,115                | 1,900                  | 1,900                 |
| 545000                                      | Interest                      | 0                    | 0                    | 0                     | 0                      | 0                     |
| 546000                                      | Refunds                       | 0                    | 0                    | 0                     | 0                      | 0                     |
| 547000                                      | Retirement System Payments    | 0                    | 0                    | 0                     | 0                      | 0                     |
| 549000                                      | Miscellaneous                 | 61,781               | 107,163              | 52,892                | 103,470                | 90,970                |
| <b>Total External Materials and Service</b> |                               | <b>9,268,936</b>     | <b>8,689,844</b>     | <b>7,829,677</b>      | <b>8,486,240</b>       | <b>8,820,038</b>      |
| <b>Internal Materials and Service</b>       |                               |                      |                      |                       |                        |                       |
| 551000                                      | Fleet Services                | 1,114,780            | 1,099,313            | 1,214,788             | 1,265,278              | 1,265,278             |
| 552000                                      | Printing & Distribution       | 604,394              | 475,564              | 924,918               | 697,220                | 697,220               |
| 553000                                      | Facilities Services           | 335,819              | 344,889              | 357,644               | 385,293                | 373,525               |
| 554000                                      | Communications Services       | 332,448              | 328,882              | 386,915               | 444,311                | 444,311               |
| 555000                                      | Data Processing Services      | 90,667               | 70,091               | 108,850               | 118,588                | 130,356               |
| 556000                                      | Insurance                     | 784,295              | 694,622              | 550,896               | 656,276                | 656,276               |
| 557000                                      | Master Lease                  | 117,203              | 76,274               | 0                     | 0                      | 0                     |
| 558000                                      | Same Fund Services            | 16,096               | 209,704              | 57,196                | 76,240                 | 76,240                |
| 559000                                      | Other Fund Services           | 448,972              | 307,700              | 268,567               | 165,768                | 167,868               |
| <b>Total Internal Materials and Service</b> |                               | <b>3,844,674</b>     | <b>3,607,039</b>     | <b>3,869,774</b>      | <b>3,808,974</b>       | <b>3,811,074</b>      |
| <b>Total Materials and Services</b>         |                               | <b>13,113,610</b>    | <b>12,296,883</b>    | <b>11,699,451</b>     | <b>12,295,214</b>      | <b>12,631,112</b>     |
| <b>Capital Outlay</b>                       |                               |                      |                      |                       |                        |                       |
| 561000                                      | Land                          | 138,071              | 729,237              | 552,153               | 500,000                | 500,000               |
| 562000                                      | Buildings                     | 0                    | 2,000,000            | 0                     | 0                      | 0                     |
| 563000                                      | Improvements                  | 3,219,565            | 2,741,066            | 988,845               | 0                      | 0                     |
| 564000                                      | Capital Equipment             | 104,682              | 139,648              | 60,884                | 68,000                 | 68,000                |
| 565000                                      | Facilities Lease/Purchase     | 0                    | 0                    | 0                     | 0                      | 0                     |
| 566000                                      | Equipment Lease/Purchase      | 0                    | 0                    | 0                     | 0                      | 0                     |
| 568000                                      | Other Capital Expenditure     | 0                    | 0                    | 0                     | 0                      | 0                     |
| 569000                                      | Depreciation                  | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>Total Capital Outlay</b>                 |                               | <b>3,462,318</b>     | <b>5,609,951</b>     | <b>1,601,882</b>      | <b>568,000</b>         | <b>568,000</b>        |
| 573000                                      | Equipment Cash Transfers      | 30,935               | 335,930              | 137,300               | 0                      | 0                     |
| 576000                                      | Minor Equipment Transfers     | 0                    | 9,797                | 2,774                 | 0                      | 0                     |
| <b>TOTAL DIVISION EXPENSES</b>              |                               | <b>\$ 37,226,958</b> | <b>\$ 38,194,632</b> | <b>\$ 36,113,621</b>  | <b>\$ 37,630,218</b>   | <b>\$ 37,968,618</b>  |

**Parks and Recreation Division AU 130**
**FULL-TIME POSITIONS**

| Class | Title                            | Actual<br>FY 1997 | Actual<br>FY 1998 | Revised<br>FY 1998-99 |           | Approved<br>FY 1999-00 |           | Adopted<br>FY 1999-00 |           |
|-------|----------------------------------|-------------------|-------------------|-----------------------|-----------|------------------------|-----------|-----------------------|-----------|
|       |                                  | No.               | No.               | No.                   | Amount    | No.                    | Amount    | No.                   | Amount    |
| 510   | Accounting Assistant             | 5                 | 4                 | 4                     | 124,780   | 4                      | 129,364   | 4                     | 129,364   |
| 230   | Administrative Secretary         | 0                 | 1                 | 1                     | 36,811    | 1                      | 39,976    | 1                     | 39,976    |
| 815   | Administrative Specialist        | 1                 | 3                 | 2                     | 50,313    | 3                      | 78,543    | 3                     | 78,543    |
| 920   | Administrative Supervisor I      | 0                 | 0                 | 0                     | 0         | 1                      | 41,992    | 1                     | 41,992    |
| 922   | Administrative Supervisor II     | 0                 | 0                 | 1                     | 40,593    | 0                      | 0         | 0                     | 0         |
| 2532  | Applications Analyst II          | 0                 | 0                 | 0                     | 0         | 1                      | 49,058    | 1                     | 49,058    |
| 3134  | Architect                        | 6                 | 5                 | 5                     | 272,826   | 4                      | 236,008   | 2                     | 118,004   |
| 950   | Assistant Management Analyst     | 0                 | 2                 | 2                     | 85,128    | 2                      | 87,097    | 2                     | 87,097    |
| 962   | Assistant Program Specialist     | 1                 | 2                 | 2                     | 88,907    | 3                      | 135,575   | 3                     | 135,575   |
| 4334  | Assistant Recreation Manager     | 1                 | 0                 | 0                     | 0         | 0                      | 0         | 0                     | 0         |
| 514   | Associate Accountant             | 3                 | 3                 | 3                     | 110,874   | 2                      | 76,630    | 2                     | 76,630    |
| 4125  | Botanic Specialist               | 3                 | 3                 | 3                     | 164,649   | 3                      | 171,915   | 3                     | 171,915   |
| 4127  | Botanic Supervisor               | 1                 | 1                 | 1                     | 61,241    | 1                      | 63,509    | 1                     | 63,509    |
| 3133  | Building / Landscape Designer    | 1                 | 1                 | 1                     | 35,216    | 2                      | 106,251   | 2                     | 92,392    |
| 1115  | Building Maintenance Mechanic    | 1                 | 1                 | 4                     | 115,876   | 4                      | 167,764   | 4                     | 167,764   |
| 928   | Bureau Administrative Manager    | 2                 | 2                 | 2                     | 142,860   | 2                      | 148,146   | 2                     | 148,146   |
| 1420  | Carpenter                        | 5                 | 5                 | 5                     | 202,225   | 5                      | 209,705   | 5                     | 209,705   |
| 3236  | Chief Planner                    | 1                 | 1                 | 1                     | 71,430    | 1                      | 74,073    | 1                     | 74,073    |
| 4131  | City Forester                    | 1                 | 1                 | 1                     | 61,241    | 1                      | 63,509    | 1                     | 63,509    |
| 114   | Clerical Specialist              | 3                 | 4                 | 4                     | 122,697   | 3                      | 88,176    | 3                     | 88,176    |
| 7490  | Community Relations Assistant    | 1                 | 1                 | 1                     | 49,882    | 2                      | 92,203    | 2                     | 92,203    |
| 7492  | Community Relations Specialist   | 0                 | 0                 | 0                     | 0         | 0                      | 5,395     | 0                     | 5,395     |
| 1316  | Construction Equip Operator II   | 1                 | 1                 | 1                     | 40,152    | 1                      | 41,627    | 1                     | 41,627    |
| 1110  | Custodial Worker                 | 1                 | 1                 | 1                     | 28,125    | 1                      | 29,155    | 1                     | 29,155    |
| 975   | Deputy Director                  | 1                 | 1                 | 1                     | 83,290    | 1                      | 86,376    | 1                     | 86,376    |
| 1453  | Electrician                      | 3                 | 3                 | 3                     | 138,309   | 3                      | 156,384   | 3                     | 156,384   |
| 1132  | Facilities & Maint Supervisor    | 12                | 10                | 10                    | 499,009   | 11                     | 577,329   | 11                    | 577,329   |
| 1136  | Facilities & Maintenance Manager | 1                 | 1                 | 1                     | 71,430    | 1                      | 74,073    | 1                     | 74,073    |
| 827   | Financial Analyst                | 1                 | 1                 | 1                     | 49,865    | 1                      | 53,722    | 1                     | 53,722    |
| 4129  | Forestry Program Supervisor      | 1                 | 1                 | 1                     | 49,152    | 1                      | 53,053    | 1                     | 53,053    |
| 4113  | Gardener                         | 25                | 22                | 25                    | 949,000   | 26                     | 1,034,676 | 26                    | 1,034,676 |
| 1524  | General Mechanic                 | 1                 | 1                 | 1                     | 40,445    | 1                      | 41,941    | 1                     | 41,941    |
| 4110  | High Climber                     | 9                 | 8                 | 8                     | 312,416   | 8                      | 326,304   | 8                     | 326,304   |
| 614   | Human Resources Coordinator      | 0                 | 0                 | 1                     | 56,138    | 1                      | 63,509    | 1                     | 63,509    |
| 2524  | Info Systems Tech III            | 0                 | 0                 | 0                     | 0         | 1                      | 50,986    | 1                     | 50,986    |
| 2542  | Information Systems Analyst II   | 2                 | 2                 | 2                     | 89,657    | 1                      | 51,165    | 1                     | 51,165    |
| 2543  | Information Systems Analyst III  | 0                 | 0                 | 0                     | 0         | 1                      | 51,061    | 1                     | 51,061    |
| 2544  | Information Systems Analyst IV   | 1                 | 1                 | 1                     | 53,421    | 0                      | 0         | 0                     | 0         |
| 2550  | Information Systems Manager      | 1                 | 1                 | 1                     | 66,941    | 0                      | 0         | 0                     | 0         |
| 1116  | Lead Bldg Maintenance Mechanic   | 0                 | 0                 | 0                     | 0         | 1                      | 44,037    | 1                     | 44,037    |
| 1421  | Lead Carpenter                   | 1                 | 1                 | 1                     | 42,470    | 1                      | 44,034    | 1                     | 44,034    |
| 1240  | Maintenance Mechanic             | 13                | 12                | 12                    | 448,500   | 11                     | 425,745   | 11                    | 425,745   |
| 1208  | Maintenance Worker               | 7                 | 7                 | 9                     | 179,273   | 8                      | 166,694   | 8                     | 166,694   |
| 2540  | MIS Support Technician           | 2                 | 2                 | 2                     | 84,362    | 0                      | 0         | 0                     | 0         |
| 1237  | Mower Operator                   | 14                | 7                 | 7                     | 239,741   | 7                      | 253,827   | 7                     | 253,827   |
| 116   | Office Manager                   | 1                 | 0                 | 0                     | 0         | 0                      | 0         | 0                     | 0         |
| 1443  | Painter                          | 2                 | 2                 | 3                     | 121,335   | 2                      | 83,882    | 2                     | 83,882    |
| 1215  | Park Attendant                   | 31                | 27                | 30                    | 1,024,489 | 31                     | 1,122,056 | 31                    | 1,122,056 |
| 4337  | Parks & Recreation Director      | 1                 | 1                 | 1                     | 97,155    | 1                      | 100,755   | 1                     | 100,755   |
| 832   | Principal Financial Analyst      | 1                 | 0                 | 0                     | 0         | 0                      | 0         | 0                     | 0         |
| 2545  | Principal Info Systems Analyst   | 0                 | 0                 | 0                     | 0         | 1                      | 63,573    | 1                     | 63,573    |
| 968   | Program Manager I                | 4                 | 3                 | 4                     | 225,401   | 5                      | 290,796   | 5                     | 290,796   |
| 970   | Program Manager II               | 0                 | 0                 | 1                     | 59,231    | 2                      | 92,088    | 2                     | 92,088    |
| 972   | Program Manager III              | 0                 | 0                 | 0                     | 0         | 1                      | 38,545    | 1                     | 38,545    |
| 964   | Program Specialist               | 2                 | 3                 | 2                     | 90,360    | 2                      | 97,499    | 2                     | 97,499    |
| 4335  | Recreation & Operations Manager  | 2                 | 1                 | 0                     | 0         | 0                      | 0         | 0                     | 0         |
| 4325  | Recreation Coordinator I         | 38                | 37                | 42                    | 1,436,204 | 51                     | 1,833,266 | 51                    | 1,833,266 |
| 4326  | Recreation Coordinator II        | 11                | 11                | 12                    | 422,518   | 14                     | 519,375   | 14                    | 519,375   |
| 4322  | Recreation Leader                | 11                | 10                | 17                    | 418,557   | 10                     | 278,938   | 10                    | 278,938   |
| 4332  | Recreation Supervisor            | 25                | 21                | 19                    | 944,703   | 17                     | 893,574   | 17                    | 893,574   |
| 220   | Secretarial Clerk I              | 3                 | 3                 | 1                     | 28,251    | 1                      | 29,302    | 1                     | 29,302    |
| 816   | Senior Administrative Specialist | 2                 | 1                 | 2                     | 78,228    | 1                      | 39,531    | 1                     | 39,531    |
| 828   | Senior Financial Analyst         | 1                 | 1                 | 1                     | 58,213    | 1                      | 60,365    | 1                     | 60,365    |
| 2552  | Senior Information Systems Mgr   | 0                 | 0                 | 0                     | 0         | 1                      | 75,419    | 1                     | 75,419    |
| 3231  | Senior Planner                   | 0                 | 0                 | 1                     | 48,011    | 1                      | 50,954    | 3                     | 182,817   |
| 4333  | Senior Recreation Supervisor     | 3                 | 4                 | 3                     | 174,615   | 3                      | 181,095   | 3                     | 181,095   |
| 848   | Senior Risk Specialist           | 1                 | 1                 | 1                     | 55,118    | 1                      | 60,365    | 1                     | 60,365    |
| 1134  | Sr Facilities & Maint Supervisor | 5                 | 4                 | 5                     | 279,793   | 4                      | 231,588   | 4                     | 231,588   |
| 410   | Storekeeper                      | 0                 | 0                 | 0                     | 0         | 2                      | 73,988    | 2                     | 73,988    |

**Parks and Recreation Division AU 130**
**FULL-TIME POSITIONS**

|                                  |                         | Actual<br>FY 1997 | Actual<br>FY 1998 | Revised<br>FY 1998-99 |                      | Approved<br>FY 1999-00 |                      | Adopted<br>FY 1999-00 |                      |
|----------------------------------|-------------------------|-------------------|-------------------|-----------------------|----------------------|------------------------|----------------------|-----------------------|----------------------|
| Class                            | Title                   | No.               | No.               | No.                   | Amount               | No.                    | Amount               | No.                   | Amount               |
| 115                              | Supervising Clerk       | 0                 | 0                 | 0                     | 0                    | 1                      | 34,752               | 1                     | 34,752               |
| 1457                             | Supervising Electrician | 1                 | 1                 | 1                     | 50,843               | 1                      | 57,472               | 1                     | 57,472               |
| 3122                             | Surveyor I              | 0                 | 0                 | 1                     | 11,516               | 1                      | 41,867               | 1                     | 41,867               |
| 3107                             | Technician I            | 0                 | 0                 | 1                     | 27,373               | 0                      | 0                    | 0                     | 0                    |
| 3108                             | Technician II           | 1                 | 1                 | 1                     | 39,933               | 2                      | 61,097               | 2                     | 61,097               |
| 4114                             | Tree Inspector          | 4                 | 5                 | 6                     | 249,978              | 6                      | 267,721              | 6                     | 267,721              |
| 1218                             | Utility Worker          | 25                | 23                | 26                    | 878,544              | 30                     | 1,056,399            | 30                    | 1,056,399            |
| 1513                             | Welder                  | 1                 | 1                 | 1                     | 40,445               | 1                      | 41,941               | 1                     | 41,941               |
| <b>TOTAL FULL-TIME POSITIONS</b> |                         | <b>309</b>        | <b>283</b>        | <b>314</b>            | <b>\$ 12,220,059</b> | <b>325</b>             | <b>\$ 13,468,790</b> | <b>325</b>            | <b>\$ 13,468,790</b> |

## Golf Division

### OVERVIEW

#### Mission

*A total of 90 regulation holes are available to golfers on the City's courses.*

The mission of the Golf Program is to provide low cost golf as a recreational activity to area residents. In addition, due to a reputation for maintaining a high level of quality, the program assists in attracting outside tourist and convention business, which benefits both the resident golfer, by supplementing the program revenue needs, as well as the Portland area in general. Golf course maintenance is performed by City employees, while clubhouse operations are managed by private contractors.

#### Maintenance

Maintenance of the golf courses is performed by City employees. Managed by the Director of Golf, each facility has a Golf Course Superintendent, an Assistant Superintendent, an on-site mechanic and several greenskeepers to meet the agronomic needs of the site. The focus on course maintenance is to allow golf to be played in a high quality challenging way, while at the same time targeting specific out of play areas to return to a more natural state thereby creating habitat for wildlife.

#### Clubhouse Facilities

Clubhouse facilities are managed by private contractors. These contracts are administered by the Director of Golf and include collection of greens fees, sales of golf equipment and clothing, sales of food and beverage, cart rentals, golf lessons and marshalling of the course. Each concessionaire has a pro-shop staff and qualified food service personnel who act as the City's representatives to the public.

#### Youth Programs

The golf program is very active in reaching out to area youth. A teaching professional is employed to visit Portland Interscholastic League (PIL) schools giving golf lessons in the P.E. classes. These classes take place over one to two week at each school and the students learn basic swing fundamentals and rules and procedures for the game.

*Forty EAGLE Program participants have been awarded full four year scholarships over the last four years.*

The EAGLE program, in its ninth year and nationally acclaimed, selects deserving high school youth from disadvantaged backgrounds and puts them to work in the pro-shops and on the golf course. Students earn minimum wage and are given work study credits by their schools. Participation is for two years, and successful completion can lead to a full four year scholarship to a state university funded through the Evans Scholarship Foundation.

#### Capital Expenditures

The main focus of the Golf Program Capital Improvement Program will be to update facilities to meet the needs of the users and to compete with the many modern golf facilities that have been built in the Portland area over the past several years.

*Progress Downs will be closed to play from mid-summer 1999 until spring of 2000 for course remodeling.*

The primary project this fiscal year will be the completion of the Progress Downs remodel (\$3,125,000), with construction beginning in the spring of 1999 and scheduled for completion in the spring of 2000. Other projects budgeted this fiscal year are Heron Lakes Clubhouse and Trails (\$600,000), Eastmoreland 15th and 16th fairways (\$50,000), and fairway topdressing at Eastmoreland and Rose City (\$40,000).



**Golf Division AU 617**
**SUMMARY OF DIVISION BUDGET**

|  | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|--|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>EXPENDITURES</b>  |                      |                      |                       |                        |                       |
| <b>Operating Budget</b>  |                      |                      |                       |                        |                       |
| Personal Services  | 2,198,641            | 2,157,119            | 2,186,064             | 2,414,339              | 2,414,339             |
| External Materials and Service   | 1,460,502            | 1,475,983            | 1,437,142             | 1,355,900              | 1,355,900             |
| Internal Materials and Service   | 358,829              | 435,087              | 495,257               | 576,214                | 576,214               |
| Minor Capital Outlay   | 376,665              | 101,000              | 190,000               | 180,000                | 180,000               |
| Equipment Cash Transfers   | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>Total Operating Budget</b>  | 4,394,637            | 4,169,189            | 4,308,463             | 4,526,453              | 4,526,453             |
| Capital Improvements   | (22,759)             | 986,651              | 1,319,829             | 3,815,000              | 3,815,000             |
| <b>TOTAL BUREAU EXPENDITURES</b>   | <b>\$ 4,371,878</b>  | <b>\$ 5,155,840</b>  | <b>\$ 5,628,292</b>   | <b>\$ 8,341,453</b>    | <b>\$ 8,341,453</b>   |
| Allocated Overhead Costs   |                      |                      | 171,324               | 167,377                | 164,841               |
| <b>Total Cost with Allocated Overhead</b>  |                      |                      | 6,869,189             | 15,970,122             | 15,967,586            |
| <b>Authorized Full-Time Positions</b>  |                      |                      |                       |                        |                       |
| General Fund Discretionary   | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>TOTAL POSITIONS</b>   | <b>28</b>            | <b>27</b>            | <b>27</b>             | <b>31</b>              | <b>31</b>             |
| <b>RESOURCES</b>   |                      |                      |                       |                        |                       |
| Discretionary General Fund   |                      | 0                    | 0                     | 0                      | 0                     |
| <b>Non-Discretionary Revenues</b>  |                      |                      |                       |                        |                       |
| Beginning Fund Balance   |                      | 917,230              | 783,315               | 1,834,145              | 1,834,145             |
| Contract Revenues  |                      | 0                    | 0                     | 0                      | 0                     |
| Interagency Revenues   |                      | 0                    | 0                     | 0                      | 0                     |
| Bureau Program Revenues  |                      | 5,525,661            | 5,914,550             | 13,968,600             | 13,968,600            |
| Cash Transfers   |                      | 0                    | 0                     | 0                      | 0                     |
| <b>Total Non-Discretionary Revenues</b>  |                      | 6,442,891            | 6,697,865             | 15,802,745             | 15,802,745            |
| Less: Fund Level Expenses  |                      | 1,287,051            | 1,069,573             | 7,461,292              | 7,461,292             |
| <b>TOTAL GENERAL FUND RESOURCES</b>  |                      | <b>\$ 5,155,840</b>  | <b>\$ 5,628,292</b>   | <b>\$ 8,341,453</b>    | <b>\$ 8,341,453</b>   |
| Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.<br>Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue. |                      |                      |                       |                        |                       |
| <b>PROGRAMS</b>  |                      |                      |                       |                        |                       |
| Golf Operations  |                      | 5,155,840            | 5,628,292             | 8,341,453              | 8,341,453             |
| Positions  |                      | 27                   | 27                    | 31                     | 31                    |
| <b>TOTAL PROGRAMS</b>  |                      | <b>\$ 5,155,840</b>  | <b>\$ 5,628,292</b>   | <b>\$ 8,341,453</b>    | <b>\$ 8,341,453</b>   |
| Positions  |                      | <b>27</b>            | <b>27</b>             | <b>31</b>              | <b>31</b>             |

|   | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>Personnel Services</b>                   |                      |                      |                       |                        |                       |
| 511000 Full-Time Employees                  | 1,135,277            | 1,101,472            | 1,086,484             | 1,294,605              | 1,294,605             |
| 512000 Part-Time Employees                  | 223,397              | 226,200              | 458,434               | 414,672                | 414,672               |
| 514000 Overtime                             | 27,066               | 29,305               | 46,216                | 31,000                 | 31,000                |
| 515000 Premium Pay                          | 20,387               | 23,327               | 9,280                 | 23,500                 | 23,500                |
| 517000 Benefits                             | 582,520              | 573,360              | 585,650               | 650,562                | 650,562               |
| 518000 Paid Absence                         | 209,994              | 203,455              | 0                     | 0                      | 0                     |
| <b>Total Personnel Services</b>             | <b>2,198,641</b>     | <b>2,157,119</b>     | <b>2,186,064</b>      | <b>2,414,339</b>       | <b>2,414,339</b>      |
| <b>Materials and Services</b>               |                      |                      |                       |                        |                       |
| <b>External Materials and Service</b>       |                      |                      |                       |                        |                       |
| 521000 Professional Services                | 42,647               | 34,666               | 29,041                | 160,000                | 160,000               |
| 522000 Utilities                            | 112,343              | 109,387              | 120,000               | 117,950                | 117,950               |
| 523000 Equipment Rental                     | 12,085               | 13,896               | 14,000                | 11,000                 | 11,000                |
| 524000 Repair & Maintenance Services        | 57,007               | 73,873               | 39,200                | 50,000                 | 50,000                |
| 525000 Non-Capital Improvement              | 0                    | 0                    | 0                     | 0                      | 0                     |
| 528000 Local Match Payments                 | 0                    | 0                    | 0                     | 0                      | 0                     |
| 529000 Miscellaneous Services               | 738,173              | 774,359              | 800,000               | 676,950                | 676,950               |
| 531000 Office Supplies                      | 4,141                | 1,562                | 2,600                 | 1,950                  | 1,950                 |
| 532000 Operating Supplies                   | 226,704              | 186,604              | 175,000               | 195,000                | 195,000               |
| 533000 Repair & Maintenance Supplies        | 175,914              | 202,301              | 165,000               | 188,000                | 188,000               |
| 534000 Minor Equipment & Tools              | 30,437               | 32,580               | 27,000                | 27,700                 | 27,700                |
| 535000 Clothing & Uniforms                  | 10,354               | 5,334                | 7,700                 | 7,150                  | 7,150                 |
| 539000 Other Commodities External           | 1,140                | 1,386                | 500                   | 1,200                  | 1,200                 |
| 541000 Education                            | 3,479                | 4,039                | 5,500                 | 5,250                  | 5,250                 |
| 542000 Local Travel                         | 2,254                | 922                  | 2,600                 | 1,350                  | 1,350                 |
| 543000 Out-of-Town Travel                   | 1,438                | 3,574                | 7,000                 | 6,900                  | 6,900                 |
| 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                        | 42,386               | 52,701               | 60,000                | 55,500                 | 55,500                |
| <b>Total External Materials and Service</b> | <b>1,460,502</b>     | <b>1,497,184</b>     | <b>1,455,141</b>      | <b>1,505,900</b>       | <b>1,505,900</b>      |
| <b>Internal Materials and Service</b>       |                      |                      |                       |                        |                       |
| 551000 Fleet Services                       | 87,389               | 78,752               | 88,786                | 95,989                 | 95,989                |
| 552000 Printing & Distribution              | 4,374                | 1,113                | 8,810                 | 4,470                  | 4,470                 |
| 553000 Facilities Services                  | 184                  | 0                    | 0                     | 0                      | 0                     |
| 554000 Communications Services              | 8,687                | 8,449                | 12,517                | 11,348                 | 11,348                |
| 555000 Data Processing Services             | 5,117                | 5,943                | 6,788                 | 7,425                  | 7,425                 |
| 556000 Insurance                            | 52,960               | 54,753               | 64,152                | 66,462                 | 66,462                |
| 557000 Master Lease                         | 0                    | 0                    | 0                     | 0                      | 0                     |
| 558000 Same Fund Services                   | 0                    | 0                    | 0                     | 0                      | 0                     |
| 559000 Other Fund Services                  | 200,118              | 313,720              | 374,888               | 390,520                | 390,520               |
| <b>Total Internal Materials and Service</b> | <b>358,829</b>       | <b>462,730</b>       | <b>555,941</b>        | <b>576,214</b>         | <b>576,214</b>        |
| <b>Total Materials and Services</b>         | <b>1,819,331</b>     | <b>1,959,914</b>     | <b>2,011,082</b>      | <b>2,082,114</b>       | <b>2,082,114</b>      |
| <b>Capital Outlay</b>                       |                      |                      |                       |                        |                       |
| 561000 Land                                 | 0                    | 0                    | 0                     | 0                      | 0                     |
| 562000 Buildings                            | 0                    | 7,363                | 0                     | 0                      | 0                     |
| 563000 Improvements                         | 197,166              | 937,686              | 1,241,146             | 3,665,000              | 3,665,000             |
| 564000 Capital Equipment                    | 156,740              | 93,758               | 190,000               | 180,000                | 180,000               |
| 565000 Facilities Lease/Purchase            | 0                    | 0                    | 0                     | 0                      | 0                     |
| 566000 Equipment Lease/Purchase             | 0                    | 0                    | 0                     | 0                      | 0                     |
| 568000 Other Capital Expenditure            | 0                    | 0                    | 0                     | 0                      | 0                     |
| 569000 Depreciation                         | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>Total Capital Outlay</b>                 | <b>353,906</b>       | <b>1,038,807</b>     | <b>1,431,146</b>      | <b>3,845,000</b>       | <b>3,845,000</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>\$ 4,371,878</b>  | <b>\$ 5,155,840</b>  | <b>\$ 5,628,292</b>   | <b>\$ 8,341,453</b>    | <b>\$ 8,341,453</b>   |

**Golf Division AU 617**
**FULL-TIME POSITIONS**

| Class                            | Title                         | Actual<br>FY 1997 | Actual<br>FY 1998 | Revised<br>FY 1998-99 |                     | Approved<br>FY 1999-00 |                     | Adopted<br>FY 1999-00 |                     |
|----------------------------------|-------------------------------|-------------------|-------------------|-----------------------|---------------------|------------------------|---------------------|-----------------------|---------------------|
|                                  |                               | No.               | No.               | No.                   | Amount              | No.                    | Amount              | No.                   | Amount              |
| 815                              | Administrative Specialist     | 0                 | 0                 | 0                     | 12,578              | 0                      | 13,046              | 0                     | 13,046              |
| 3134                             | Architect                     | 0                 | 0                 | 0                     | 0                   | 1                      | 59,002              | 1                     | 59,002              |
| 1132                             | Facilities & Maint Supervisor | 4                 | 4                 | 4                     | 209,925             | 4                      | 217,732             | 4                     | 217,732             |
| 4175                             | Golf Courses Manager          | 1                 | 1                 | 1                     | 58,213              | 1                      | 60,365              | 1                     | 60,365              |
| 1220                             | Greenskeeper I                | 12                | 12                | 12                    | 419,688             | 15                     | 543,915             | 15                    | 543,915             |
| 1221                             | Greenskeeper II               | 5                 | 5                 | 5                     | 184,055             | 5                      | 190,840             | 5                     | 190,840             |
| 1222                             | Greenskeeper III              | 5                 | 5                 | 5                     | 202,025             | 5                      | 209,705             | 5                     | 209,705             |
| 970                              | Program Manager II            | 1                 | 0                 | 0                     | 0                   | 0                      | 0                   | 0                     | 0                   |
| <b>TOTAL FULL-TIME POSITIONS</b> |                               | <b>28</b>         | <b>27</b>         | <b>27</b>             | <b>\$ 1,086,484</b> | <b>31</b>              | <b>\$ 1,294,605</b> | <b>31</b>             | <b>\$ 1,294,605</b> |

## Portland International Raceway Division

### OVERVIEW

Portland International Raceway (PIR) is a separate enterprise fund within Portland Parks and Recreation. It is a self-sustaining operation which manages the world-class road course, a motor-cross track, open air exhibit areas, and complementary spectator facilities.

*PIR attracts over 500,000 spectators each year to events held there.*

Although best known as the home of the Budweiser/G.I. Joe's Portland 200 IndyCar Race, which just completed its 15th successful year, the facility attracts over 500,000 spectators to about 135 events annually and is in use nearly every day of the year. The raceway provides a safe place for groups, clubs, and organizations to conduct both racing and non-racing vehicle-oriented events. More than 20,000 people participate in driver training courses, recreational shows and competitive events annually.

### Resources

Revenues for maintenance of the facility come from track rentals and a multi-year concessions agreement which grants the exclusive rights to sell food and beverage at PIR events.

### Requirements

The FY 1999-00 Adopted Budget provides appropriation for personnel, materials, services and equipment needed to operate and maintain the facility. A fencing capital improvement project is budgeted for \$40,000.

**Portland International Raceway Division AU 608**
**SUMMARY OF DIVISION BUDGET**

|  | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|--|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>EXPENDITURES</b>  |                      |                      |                       |                        |                       |
| <b>Operating Budget</b>  |                      |                      |                       |                        |                       |
| Personal Services  | 352,538              | 393,290              | 410,025               | 420,648                | 420,648               |
| External Materials and Service   | 238,156              | 304,592              | 292,500               | 382,200                | 382,200               |
| Internal Materials and Service   | 155,438              | 153,987              | 62,450                | 65,719                 | 65,719                |
| Minor Capital Outlay   | 0                    | 0                    | 0                     | 0                      | 0                     |
| Equipment Cash Transfers   | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>Total Operating Budget</b>  | <b>746,132</b>       | <b>851,869</b>       | <b>764,975</b>        | <b>868,567</b>         | <b>868,567</b>        |
| Capital Improvements   | 0                    | 0                    | 90,000                | 40,000                 | 40,000                |
| <b>TOTAL BUREAU EXPENDITURES</b>   | <b>\$ 746,132</b>    | <b>\$ 851,869</b>    | <b>\$ 854,975</b>     | <b>\$ 908,567</b>      | <b>\$ 908,567</b>     |
| Allocated Overhead Costs   |                      |                      | 63,096                | 58,787                 | 57,993                |
| <b>Total Cost with Allocated Overhead</b>  |                      |                      | <b>1,038,304</b>      | <b>1,062,497</b>       | <b>1,061,703</b>      |
| <b>Authorized Full-Time Positions</b>  |                      |                      |                       |                        |                       |
| General Fund Discretionary   | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>TOTAL POSITIONS</b>   | <b>6</b>             | <b>6</b>             | <b>6</b>              | <b>6</b>               | <b>6</b>              |
| <b>RESOURCES</b>   |                      |                      |                       |                        |                       |
| Discretionary General Fund   |                      | 0                    | 0                     | 0                      | 0                     |
| <b>Non-Discretionary Revenues</b>  |                      |                      |                       |                        |                       |
| Beginning Fund Balance   |                      | 153,750              | 114,208               | 120,710                | 120,710               |
| Contract Revenues  |                      | 0                    | 0                     | 0                      | 0                     |
| Interagency Revenues   |                      | 0                    | 0                     | 0                      | 0                     |
| Bureau Program Revenues  |                      | 853,908              | 861,000               | 883,000                | 883,000               |
| Cash Transfers   |                      | 0                    | 0                     | 0                      | 0                     |
| <b>Total Non-Discretionary Revenues</b>  |                      | <b>1,007,658</b>     | <b>975,208</b>        | <b>1,003,710</b>       | <b>1,003,710</b>      |
| Less: Fund Level Expenses  |                      | 155,789              | 120,233               | 95,143                 | 95,143                |
| <b>TOTAL GENERAL FUND RESOURCES</b>  |                      | <b>\$ 851,869</b>    | <b>\$ 854,975</b>     | <b>\$ 908,567</b>      | <b>\$ 908,567</b>     |
| Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.<br>Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue. |                      |                      |                       |                        |                       |
| <b>PROGRAMS</b>  |                      |                      |                       |                        |                       |
| Portland International Raceway   |                      | 851,869              | 854,975               | 908,567                | 908,567               |
| Positions  |                      | 6                    | 6                     | 6                      | 6                     |
| <b>TOTAL PROGRAMS</b>  |                      | <b>\$ 851,869</b>    | <b>\$ 854,975</b>     | <b>\$ 908,567</b>      | <b>\$ 908,567</b>     |
| Positions  |                      | <b>6</b>             | <b>6</b>              | <b>6</b>               | <b>6</b>              |

**Portland International Raceway Division AU 608**
**LINE ITEM DETAIL**

|   | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>Personnel Services</b>                   |                      |                      |                       |                        |                       |
| 511000 Full-Time Employees                  | 178,272              | 198,176              | 241,977               | 250,913                | 250,913               |
| 512000 Part-Time Employees                  | 34,194               | 48,413               | 49,995                | 50,055                 | 50,055                |
| 514000 Overtime                             | 13,332               | 8,411                | 15,642                | 10,771                 | 10,771                |
| 515000 Premium Pay                          | 1,244                | 3,089                | 1,200                 | 3,000                  | 3,000                 |
| 517000 Benefits                             | 86,795               | 97,600               | 101,211               | 105,909                | 105,909               |
| 518000 Paid Absence                         | 38,701               | 37,601               | 0                     | 0                      | 0                     |
| <b>Total Personnel Services</b>             | <b>352,538</b>       | <b>393,290</b>       | <b>410,025</b>        | <b>420,648</b>         | <b>420,648</b>        |
| <b>Materials and Services</b>               |                      |                      |                       |                        |                       |
| <b>External Materials and Service</b>       |                      |                      |                       |                        |                       |
| 521000 Professional Services                | 23,390               | 87,200               | 25,000                | 20,000                 | 20,000                |
| 522000 Utilities                            | 33,304               | 40,029               | 35,000                | 41,000                 | 41,000                |
| 523000 Equipment Rental                     | 5,195                | 3,468                | 5,000                 | 5,000                  | 5,000                 |
| 524000 Repair & Maintenance Services        | 69,553               | 81,955               | 70,000                | 160,000                | 160,000               |
| 525000 Non-Capital Improvement              | 0                    | 0                    | 0                     | 0                      | 0                     |
| 528000 Local Match Payments                 | 0                    | 0                    | 0                     | 0                      | 0                     |
| 529000 Miscellaneous Services               | 6,495                | 7,252                | 0                     | 15,000                 | 15,000                |
| 531000 Office Supplies                      | 1,409                | 1,641                | 2,000                 | 2,000                  | 2,000                 |
| 532000 Operating Supplies                   | 16,335               | 7,601                | 20,000                | 7,000                  | 7,000                 |
| 533000 Repair & Maintenance Supplies        | 48,779               | 38,789               | 98,500                | 90,000                 | 90,000                |
| 534000 Minor Equipment & Tools              | 5,808                | 5,781                | 6,000                 | 8,000                  | 8,000                 |
| 535000 Clothing & Uniforms                  | 300                  | 2,820                | 500                   | 3,000                  | 3,000                 |
| 539000 Other Commodities External           | 0                    | 0                    | 0                     | 0                      | 0                     |
| 541000 Education                            | 0                    | 240                  | 500                   | 800                    | 800                   |
| 542000 Local Travel                         | 938                  | 1,164                | 1,000                 | 1,200                  | 1,200                 |
| 543000 Out-of-Town Travel                   | 0                    | 694                  | 1,000                 | 1,200                  | 1,200                 |
| 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                        | 26,650               | 25,958               | 28,000                | 28,000                 | 28,000                |
| <b>Total External Materials and Service</b> | <b>238,156</b>       | <b>304,592</b>       | <b>292,500</b>        | <b>382,200</b>         | <b>382,200</b>        |
| <b>Internal Materials and Service</b>       |                      |                      |                       |                        |                       |
| 551000 Fleet Services                       | 4,323                | 5,643                | 6,177                 | 5,475                  | 5,475                 |
| 552000 Printing & Distribution              | 1,894                | 539                  | 1,414                 | 1,385                  | 1,385                 |
| 553000 Facilities Services                  | 0                    | 0                    | 0                     | 0                      | 0                     |
| 554000 Communications Services              | 11,499               | 14,509               | 9,674                 | 12,171                 | 12,171                |
| 555000 Data Processing Services             | 1,023                | 722                  | 882                   | 964                    | 964                   |
| 556000 Insurance                            | 19,733               | 24,106               | 19,456                | 20,157                 | 20,157                |
| 557000 Master Lease                         | 0                    | 0                    | 0                     | 0                      | 0                     |
| 558000 Same Fund Services                   | 0                    | 0                    | 0                     | 0                      | 0                     |
| 559000 Other Fund Services                  | 116,966              | 108,468              | 114,847               | 25,567                 | 25,567                |
| <b>Total Internal Materials and Service</b> | <b>155,438</b>       | <b>153,987</b>       | <b>152,450</b>        | <b>65,719</b>          | <b>65,719</b>         |
| <b>Total Materials and Services</b>         | <b>393,594</b>       | <b>458,579</b>       | <b>444,950</b>        | <b>447,919</b>         | <b>447,919</b>        |
| <b>Capital Outlay</b>                       |                      |                      |                       |                        |                       |
| 561000 Land                                 | 0                    | 0                    | 0                     | 0                      | 0                     |
| 562000 Buildings                            | 0                    | 0                    | 0                     | 0                      | 0                     |
| 563000 Improvements                         | 0                    | 0                    | 0                     | 40,000                 | 40,000                |
| 564000 Capital Equipment                    | 0                    | 0                    | 0                     | 0                      | 0                     |
| 565000 Facilities Lease/Purchase            | 0                    | 0                    | 0                     | 0                      | 0                     |
| 566000 Equipment Lease/Purchase             | 0                    | 0                    | 0                     | 0                      | 0                     |
| 568000 Other Capital Expenditure            | 0                    | 0                    | 0                     | 0                      | 0                     |
| 569000 Depreciation                         | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>Total Capital Outlay</b>                 | <b>0</b>             | <b>0</b>             | <b>0</b>              | <b>40,000</b>          | <b>40,000</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>\$ 746,132</b>    | <b>\$ 851,869</b>    | <b>\$ 854,975</b>     | <b>\$ 908,567</b>      | <b>\$ 908,567</b>     |

**Portland International Raceway Division AU 608**
**FULL-TIME POSITIONS**

| Class                            | Title                            | Actual<br>FY 1997 | Actual<br>FY 1998 | Revised<br>FY 1998-99 |                   | Approved<br>FY 1999-00 |                   | Adopted<br>FY 1999-00 |                   |
|----------------------------------|----------------------------------|-------------------|-------------------|-----------------------|-------------------|------------------------|-------------------|-----------------------|-------------------|
|                                  |                                  | No.               | No.               | No.                   | Amount            | No.                    | Amount            | No.                   | Amount            |
| 1132                             | Facilities & Maint Supervisor    | 1                 | 1                 | 1                     | 52,492            | 1                      | 54,433            | 1                     | 54,433            |
| 1240                             | Maintenance Mechanic             | 1                 | 1                 | 1                     | 37,375            | 1                      | 38,755            | 1                     | 38,755            |
| 1208                             | Maintenance Worker               | 1                 | 1                 | 1                     | 20,295            | 1                      | 21,044            | 1                     | 21,044            |
| 1237                             | Mower Operator                   | 1                 | 1                 | 1                     | 34,974            | 1                      | 36,261            | 1                     | 36,261            |
| 4352                             | Racetrack Manager                | 1                 | 1                 | 1                     | 58,213            | 1                      | 60,365            | 1                     | 60,365            |
| 816                              | Senior Administrative Specialist | 1                 | 1                 | 1                     | 38,628            | 1                      | 40,055            | 1                     | 40,055            |
| <b>TOTAL FULL-TIME POSITIONS</b> |                                  | <b>6</b>          | <b>6</b>          | <b>6</b>              | <b>\$ 241,977</b> | <b>6</b>               | <b>\$ 250,913</b> | <b>6</b>              | <b>\$ 250,913</b> |

## Parks Bond Construction Division

### OVERVIEW

The \$58.8 million General Obligation Bond Issue (GOBI) for park improvements was passed by voters in November 1994, and implementation started in the spring of 1995. In FY 1999-00, 10.6 full-time positions will be funded in the GOBI program.

Renovating and upgrading park infrastructure as well as making park features comply with the Americans with Disabilities Act requirements are the focus of most of the GOBI projects. The bond measure also provided funds for building two new community centers, renovating six existing community centers, renovating five pools, and developing fourteen new soccer fields and six new softball fields. Other general improvements include renovating tennis courts, basketball courts, playing fields, fencing, landscaping, parking lots, wading pools, improving drainage; and installing new site furniture.

### FY 1999-2000 Projects

FY 1999-00 will mark the completion of the package of GOBI capital program. Ten remaining projects are included in the FY 1999-00 Adopted Budget:

- ◆ \$38,265 for East Delta Park District Office.
- ◆ \$219,500 for Farragut Park.
- ◆ \$406,536 for Holladay West Park.
- ◆ \$55,000 for Johnson Creek Park.
- ◆ \$3,076,442 for Mt. Scott Community Center and Pool.
- ◆ \$115,650 for Mt. Scott Park.
- ◆ \$1,102,913 for Mt. Tabor Park.
- ◆ \$82,500 for Overlook Park.
- ◆ \$74,550 for Pendleton Park.
- ◆ \$62,000 for Washington Park Rose Garden and District Office.



**Parks Bond Construction Division AU 765**
**SUMMARY OF DIVISION BUDGET**

|  | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|--|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>EXPENDITURES</b>  |                      |                      |                       |                        |                       |
| <b>Operating Budget</b>  |                      |                      |                       |                        |                       |
| Personal Services  | 176,119              | 70,006               | 0                     | 0                      | 0                     |
| External Materials and Service   | 218,532              | 76,882               | 0                     | 0                      | 0                     |
| Internal Materials and Service   | 304,509              | 49,357               | 0                     | 0                      | 0                     |
| Minor Capital Outlay   | 2,401,631            | 1,672,396            | 0                     | 0                      | 0                     |
| Equipment Cash Transfers   | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>Total Operating Budget</b>  | 3,100,791            | 1,868,641            | 0                     | 0                      | 0                     |
| Capital Improvements   | 13,519,261           | 16,964,961           | 23,286,493            | 5,233,356              | 5,233,356             |
| <b>TOTAL BUREAU EXPENDITURES</b>   | <b>\$ 16,620,052</b> | <b>\$ 18,833,602</b> | <b>\$ 23,286,493</b>  | <b>\$ 5,233,356</b>    | <b>\$ 5,233,356</b>   |
| Allocated Overhead Costs   |                      |                      | 25,000                | 25,000                 | 25,000                |
| <b>Total Cost with Allocated Overhead</b>  |                      |                      | 27,529,541            | 5,296,403              | 5,296,403             |
| <b>Authorized Full-Time Positions</b>  |                      |                      |                       |                        |                       |
| General Fund Discretionary   | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>TOTAL POSITIONS</b>   | <b>18</b>            | <b>18</b>            | <b>18</b>             | <b>10</b>              | <b>10</b>             |
| <b>RESOURCES</b>   |                      |                      |                       |                        |                       |
| Discretionary General Fund   |                      | 0                    | 0                     | 0                      | 0                     |
| <b>Non-Discretionary Revenues</b>  |                      |                      |                       |                        |                       |
| Beginning Fund Balance   |                      | 43,520,197           | 26,753,819            | 5,168,057              | 5,168,057             |
| Contract Revenues  |                      | 0                    | 0                     | 0                      | 0                     |
| Interagency Revenues   |                      | 0                    | 0                     | 0                      | 0                     |
| Bureau Program Revenues  |                      | 2,067,214            | 750,722               | 103,346                | 103,346               |
| Overhead Revenues  |                      | 0                    | 0                     | 0                      | 0                     |
| <b>Total Non-Discretionary Revenues</b>  |                      | 45,587,411           | 27,504,541            | 5,271,403              | 5,271,403             |
| Less: Fund Level Expenses  |                      | 26,753,809           | 4,218,048             | 38,047                 | 38,047                |
| <b>TOTAL GENERAL FUND RESOURCES</b>  |                      | <b>\$ 18,833,602</b> | <b>\$ 23,286,493</b>  | <b>\$ 5,233,356</b>    | <b>\$ 5,233,356</b>   |
| Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.<br>Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue. |                      |                      |                       |                        |                       |
| <b>PROGRAMS</b>  |                      |                      |                       |                        |                       |
| Construc,Design & Capital Imp  |                      | 18,833,602           | 23,286,493            | 5,233,356              | 5,233,356             |
| Positions  |                      | 18                   | 18                    | 10                     | 10                    |
| <b>TOTAL PROGRAMS</b>  |                      | <b>\$ 18,833,602</b> | <b>\$ 23,286,493</b>  | <b>\$ 5,233,356</b>    | <b>\$ 5,233,356</b>   |
| Positions  |                      | <b>18</b>            | <b>18</b>             | <b>10</b>              | <b>10</b>             |

## Parks Bond Construction Division AU 765

## LINE ITEM DETAIL

|   | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>Personnel Services</b>                   |                      |                      |                       |                        |                       |
| 511000 Full-Time Employees                  | 713,856              | 761,883              | 877,167               | 376,496                | 376,496               |
| 512000 Part-Time Employees                  | 3,645                | 36                   | 4,928                 | 25,359                 | 25,359                |
| 514000 Overtime                             | 1,148                | 632                  | 4,174                 | 4,299                  | 4,299                 |
| 515000 Premium Pay                          | 0                    | 268                  | 0                     | 0                      | 0                     |
| 517000 Benefits                             | 295,624              | 320,855              | 330,799               | 145,575                | 145,575               |
| 518000 Paid Absence                         | 113,382              | 123,318              | 0                     | 0                      | 0                     |
| <b>Total Personnel Services</b>             | <b>1,127,655</b>     | <b>1,206,992</b>     | <b>1,217,068</b>      | <b>551,729</b>         | <b>551,729</b>        |
| <b>Materials and Services</b>               |                      |                      |                       |                        |                       |
| <b>External Materials and Service</b>       |                      |                      |                       |                        |                       |
| 521000 Professional Services                | 1,780,865            | 1,038,149            | 1,101,673             | 32,000                 | 32,000                |
| 522000 Utilities                            | 0                    | 0                    | 0                     | 0                      | 0                     |
| 523000 Equipment Rental                     | 0                    | 195                  | 8,000                 | 2,500                  | 2,500                 |
| 524000 Repair & Maintenance Services        | 128                  | 964                  | 12,067                | 5,000                  | 5,000                 |
| 525000 Non-Capital Improvement              | 0                    | 0                    | 0                     | 0                      | 0                     |
| 528000 Local Match Payments                 | 163,590              | 54,887               | 0                     | 0                      | 0                     |
| 529000 Miscellaneous Services               | 79,225               | 41,515               | 15,000                | 5,000                  | 5,000                 |
| 531000 Office Supplies                      | 6,263                | 10,169               | 15,000                | 5,000                  | 5,000                 |
| 532000 Operating Supplies                   | 219                  | 15,788               | 12,000                | 3,000                  | 3,000                 |
| 533000 Repair & Maintenance Supplies        | 2,152                | 2,660                | 5,000                 | 1,500                  | 1,500                 |
| 534000 Minor Equipment & Tools              | 4,405                | 109,302              | 6,000                 | 1,000                  | 1,000                 |
| 535000 Clothing & Uniforms                  | 0                    | 0                    | 0                     | 0                      | 0                     |
| 539000 Other Commodities External           | 1,399                | 5,285                | 7,025                 | 1,000                  | 1,000                 |
| 541000 Education                            | 865                  | 2,310                | 6,000                 | 2,000                  | 2,000                 |
| 542000 Local Travel                         | 30                   | 224                  | 3,000                 | 1,000                  | 1,000                 |
| 543000 Out-of-Town Travel                   | 1,225                | 970                  | 4,500                 | 1,600                  | 1,600                 |
| 544000 Space Rental                         | 0                    | 0                    | 0                     | 0                      | 0                     |
| 545000 Interest                             | 0                    | 0                    | 0                     | 0                      | 0                     |
| 546000 Refunds                              | 0                    | 0                    | 0                     | 0                      | 0                     |
| 547000 Retirement System Payments           | 0                    | 0                    | 0                     | 0                      | 0                     |
| 549000 Miscellaneous                        | 125,208              | 119,314              | 53,250                | 15,000                 | 15,000                |
| <b>Total External Materials and Service</b> | <b>2,165,574</b>     | <b>1,401,732</b>     | <b>1,248,515</b>      | <b>75,600</b>          | <b>75,600</b>         |
| <b>Internal Materials and Service</b>       |                      |                      |                       |                        |                       |
| 551000 Fleet Services                       | 14,559               | 10,629               | 12,345                | 12,450                 | 12,450                |
| 552000 Printing & Distribution              | 84,762               | 42,906               | 53,103                | 23,625                 | 23,625                |
| 553000 Facilities Services                  | 260                  | 130                  | 0                     | 0                      | 0                     |
| 554000 Communications Services              | 19,698               | 55,646               | 15,027                | 20,046                 | 20,046                |
| 555000 Data Processing Services             | 0                    | 0                    | 0                     | 0                      | 0                     |
| 556000 Insurance                            | 0                    | 0                    | 0                     | 0                      | 0                     |
| 557000 Master Lease                         | 0                    | 0                    | 0                     | 0                      | 0                     |
| 558000 Same Fund Services                   | 0                    | 0                    | 0                     | 0                      | 0                     |
| 559000 Other Fund Services                  | 662,246              | 501,222              | 382,034               | 312,844                | 312,844               |
| <b>Total Internal Materials and Service</b> | <b>781,525</b>       | <b>610,533</b>       | <b>462,509</b>        | <b>368,965</b>         | <b>368,965</b>        |
| <b>Total Materials and Services</b>         | <b>2,947,099</b>     | <b>2,012,265</b>     | <b>1,711,024</b>      | <b>444,565</b>         | <b>444,565</b>        |
| <b>Capital Outlay</b>                       |                      |                      |                       |                        |                       |
| 561000 Land                                 | 0                    | 0                    | 0                     | 0                      | 0                     |
| 562000 Buildings                            | 0                    | 0                    | 0                     | 0                      | 0                     |
| 563000 Improvements                         | 12,545,298           | 15,608,587           | 20,358,401            | 4,237,062              | 4,237,062             |
| 564000 Capital Equipment                    | 0                    | 0                    | 0                     | 0                      | 0                     |
| 565000 Facilities Lease/Purchase            | 0                    | 0                    | 0                     | 0                      | 0                     |
| 566000 Equipment Lease/Purchase             | 0                    | 0                    | 0                     | 0                      | 0                     |
| 568000 Other Capital Expenditure            | 0                    | 0                    | 0                     | 0                      | 0                     |
| 569000 Depreciation                         | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>Total Capital Outlay</b>                 | <b>12,545,298</b>    | <b>15,608,587</b>    | <b>20,358,401</b>     | <b>4,237,062</b>       | <b>4,237,062</b>      |
| 573000 Equipment Cash Transfers             | 0                    | 5,758                | 0                     | 0                      | 0                     |
| 576000 Minor Equipment Transfers            | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>TOTAL DIVISION EXPENSES</b>              | <b>\$ 16,620,052</b> | <b>\$ 18,833,602</b> | <b>\$ 23,286,493</b>  | <b>\$ 5,233,356</b>    | <b>\$ 5,233,356</b>   |

**Parks Bond Construction Division AU 765**
**FULL-TIME POSITIONS**

| Class                            | Title                            | Actual<br>FY 1997 | Actual<br>FY 1998 | Revised<br>FY 1998-99 |                   | Approved<br>FY 1999-00 |                   | Adopted<br>FY 1999-00 |                   |
|----------------------------------|----------------------------------|-------------------|-------------------|-----------------------|-------------------|------------------------|-------------------|-----------------------|-------------------|
|                                  |                                  | No.               | No.               | No.                   | Amount            | No.                    | Amount            | No.                   | Amount            |
| 3134                             | Architect                        | 5                 | 5                 | 3                     | 172,156           | 2                      | 47,039            | 1                     | 41,301            |
| 3138                             | Architectural Supervisor         | 1                 | 1                 | 1                     | 70,919            | 0                      | 0                 | 0                     | 0                 |
| 826                              | Assistant Financial Analyst      | 1                 | 1                 | 1                     | 42,187            | 1                      | 30,192            | 1                     | 30,192            |
| 3133                             | Building / Landscape Designer    | 4                 | 4                 | 4                     | 174,505           | 0                      | 18,478            | 0                     | 18,478            |
| 114                              | Clerical Specialist              | 1                 | 1                 | 1                     | 21,837            | 1                      | 19,333            | 1                     | 19,333            |
| 7492                             | Community Relations Specialist   | 1                 | 1                 | 1                     | 49,987            | 1                      | 26,977            | 1                     | 26,977            |
| 1132                             | Facilities & Maint Supervisor    | 2                 | 2                 | 3                     | 141,234           | 2                      | 90,498            | 2                     | 90,498            |
| 970                              | Program Manager II               | 0                 | 0                 | 1                     | 59,237            | 0                      | 15,877            | 0                     | 15,877            |
| 972                              | Program Manager III              | 0                 | 0                 | 0                     | 0                 | 1                      | 38,545            | 1                     | 38,545            |
| 816                              | Senior Administrative Specialist | 1                 | 1                 | 1                     | 36,336            | 1                      | 9,803             | 1                     | 9,803             |
| 3231                             | Senior Planner                   | 0                 | 0                 | 0                     | 0                 | 0                      | 0                 | 1                     | 5,738             |
| 1134                             | Sr Facilities & Maint Supervisor | 1                 | 1                 | 1                     | 58,213            | 1                      | 30,183            | 1                     | 30,183            |
| 3109                             | Technician III                   | 1                 | 1                 | 1                     | 50,556            | 1                      | 49,571            | 1                     | 49,571            |
| <b>TOTAL FULL-TIME POSITIONS</b> |                                  | <b>18</b>         | <b>18</b>         | <b>18</b>             | <b>\$ 877,167</b> | <b>10</b>              | <b>\$ 376,496</b> | <b>10</b>             | <b>\$ 376,496</b> |

## Parks Construction Division

### OVERVIEW

The Parks Construction Fund accounts for all parks capital activity except the 1994 GOBI and the two enterprise funds for golf and Portland International Raceway. Two and one half full-time positions are accounted for in this fund. These positions are to acquire park land (using SDC funds) and manage the General Fund capital projects.

### Projects

For FY 1999-00, the capital activity includes park land acquisition and improvements funded by the Parks System Development Charge (SDC) that was created in the fall of 1998. In addition, the fund is budgeted to receive a \$2,077,000 transfer from the General Fund for the following projects:

*The fund will receive  
\$2,077,000 from the General  
Fund for ten projects.*

- ◆ \$104,000 to repair Ankeny Dock in Waterfront Park.
- ◆ \$55,000 to replace the Fulton Community Center roof.
- ◆ \$86,000 to repair and stabilize slopes that were damaged by the Raleigh Street landslide.
- ◆ \$269,500 to replace about half of the tile roof at the Multnomah Art Center.
- ◆ \$200,000 as the second payment (of three) to OMSI for the purchase of its former building in Washington Park, which will be remodeled as the new Children's Museum location.
- ◆ \$80,500 to repair the East Delta Park Maintenance Building roof.
- ◆ \$221,000 to stabilize the bank after recent flooding at the Crystal Springs Rhododendron Garden.
- ◆ \$711,000 to begin making structural improvements to the University Park Community Center.
- ◆ \$205,000 to replace the flashing at the Pittock Mansion.
- ◆ \$145,000 for repair of landslides in Washington Park.

**Parks Construction Division AU 766**
**SUMMARY OF DIVISION BUDGET**

|  | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|--|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>EXPENDITURES</b>  |                      |                      |                       |                        |                       |
| <b>Operating Budget</b>  |                      |                      |                       |                        |                       |
| Personal Services  | 0                    | 0                    | 0                     | 0                      | 0                     |
| External Materials and Service   | 0                    | 0                    | 0                     | 0                      | 59,654                |
| Internal Materials and Service   | 0                    | 0                    | 0                     | 0                      | 0                     |
| Minor Capital Outlay   | 0                    | 0                    | 0                     | 0                      | 0                     |
| Equipment Cash Transfers   | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>Total Operating Budget</b>  | 0                    | 0                    | 0                     | 0                      | 59,654                |
| Capital Improvements   | 0                    | 0                    | 2,678,564             | 2,793,950              | 2,879,296             |
| <b>TOTAL BUREAU EXPENDITURES</b>   | <b>\$ 0</b>          | <b>\$ 0</b>          | <b>\$ 2,678,564</b>   | <b>\$ 2,793,950</b>    | <b>\$ 2,938,950</b>   |
| Allocated Overhead Costs   |                      |                      | 0                     | 5,112                  | 5,454                 |
| <b>Total Cost with Allocated Overhead</b>  |                      |                      | 2,678,564             | 3,268,566              | 3,413,908             |
| <b>Authorized Full-Time Positions</b>  |                      |                      |                       |                        |                       |
| General Fund Discretionary   | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>TOTAL POSITIONS</b>   | <b>0</b>             | <b>0</b>             | <b>0</b>              | <b>3</b>               | <b>3</b>              |
| <b>RESOURCES</b>   |                      |                      |                       |                        |                       |
| Discretionary General Fund   |                      | 0                    | 0                     | 0                      | 0                     |
| <b>Non-Discretionary Revenues</b>  |                      |                      |                       |                        |                       |
| Beginning Fund Balance   |                      | 0                    | 0                     | 322,700                | 322,700               |
| Contract Revenues  |                      | 0                    | 230,000               | 59,654                 | 59,654                |
| Interagency Revenues   |                      | 0                    | 28,000                | 0                      | 0                     |
| Bureau Program Revenues  |                      | 0                    | 825,000               | 949,100                | 949,100               |
| Cash Transfers   |                      | 0                    | 1,595,564             | 1,932,000              | 2,077,000             |
| <b>Total Non-Discretionary Revenues</b>  |                      | 0                    | 2,678,564             | 3,263,454              | 3,408,454             |
| Less: Fund Level Expenses  |                      | 0                    | 0                     | 469,504                | 469,504               |
| <b>TOTAL GENERAL FUND RESOURCES</b>  | <b>\$ 0</b>          | <b>\$ 0</b>          | <b>\$ 2,678,564</b>   | <b>\$ 2,793,950</b>    | <b>\$ 2,938,950</b>   |
| Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.<br>Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue. |                      |                      |                       |                        |                       |
| <b>PROGRAMS</b>  |                      |                      |                       |                        |                       |
| CIP  |                      | 0                    | 2,678,564             | 2,793,950              | 2,938,950             |
| Positions  |                      | 0                    | 0                     | 3                      | 3                     |
| <b>TOTAL PROGRAMS</b>  | <b>\$ 0</b>          | <b>\$ 0</b>          | <b>\$ 2,678,564</b>   | <b>\$ 2,793,950</b>    | <b>\$ 2,938,950</b>   |
| Positions  |                      | 0                    | 0                     | 3                      | 3                     |

**Parks Construction Division AU 766**
**LINE ITEM DETAIL**

|   | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>Personnel Services</b>                   |                      |                      |                       |                        |                       |
| 511000 Full-Time Employees                  | 0                    | 0                    | 13,187                | 137,402                | 137,402               |
| 512000 Part-Time Employees                  | 0                    | 0                    | 5,542                 | 0                      | 0                     |
| 517000 Benefits                             | 0                    | 0                    | 5,271                 | 56,645                 | 56,645                |
| <b>Total Personnel Services</b>             | <b>0</b>             | <b>0</b>             | <b>24,000</b>         | <b>194,047</b>         | <b>194,047</b>        |
| <b>Materials and Services</b>               |                      |                      |                       |                        |                       |
| <b>External Materials and Service</b>       |                      |                      |                       |                        |                       |
| 521000 Professional Services                | 0                    | 0                    | 69,000                | 95,000                 | 154,654               |
| 522000 Utilities                            | 0                    | 0                    | 0                     | 0                      | 0                     |
| 523000 Equipment Rental                     | 0                    | 0                    | 0                     | 0                      | 0                     |
| 524000 Repair & Maintenance Services        | 0                    | 0                    | 0                     | 80,097                 | 80,097                |
| 525000 Non-Capital Improvement              | 0                    | 0                    | 0                     | 0                      | 0                     |
| 528000 Local Match Payments                 | 0                    | 0                    | 0                     | 0                      | 0                     |
| 529000 Miscellaneous Services               | 0                    | 0                    | 0                     | 0                      | 0                     |
| 531000 Office Supplies                      | 0                    | 0                    | 0                     | 1,750                  | 1,750                 |
| 532000 Operating Supplies                   | 0                    | 0                    | 0                     | 750                    | 750                   |
| 533000 Repair & Maintenance Supplies        | 0                    | 0                    | 0                     | 0                      | 0                     |
| 534000 Minor Equipment & Tools              | 0                    | 0                    | 0                     | 0                      | 0                     |
| 535000 Clothing & Uniforms                  | 0                    | 0                    | 0                     | 0                      | 0                     |
| 539000 Other Commodities External           | 0                    | 0                    | 0                     | 0                      | 0                     |
| 541000 Education                            | 0                    | 0                    | 0                     | 400                    | 400                   |
| 542000 Local Travel                         | 0                    | 0                    | 0                     | 100                    | 100                   |
| 543000 Out-of-Town Travel                   | 0                    | 0                    | 0                     | 500                    | 500                   |
| 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 Service</b> | <b>0</b>             | <b>0</b>             | <b>69,000</b>         | <b>178,597</b>         | <b>238,251</b>        |
| <b>Internal Materials and Service</b>       |                      |                      |                       |                        |                       |
| 551000 Fleet Services                       | 0                    | 0                    | 0                     | 1,604                  | 1,604                 |
| 552000 Printing & Distribution              | 0                    | 0                    | 0                     | 7,057                  | 7,057                 |
| 553000 Facilities Services                  | 0                    | 0                    | 0                     | 0                      | 0                     |
| 554000 Communications Services              | 0                    | 0                    | 0                     | 1,243                  | 1,243                 |
| 555000 Data Processing Services             | 0                    | 0                    | 0                     | 0                      | 0                     |
| 556000 Insurance                            | 0                    | 0                    | 0                     | 0                      | 0                     |
| 557000 Master Lease                         | 0                    | 0                    | 0                     | 0                      | 0                     |
| 558000 Same Fund Services                   | 0                    | 0                    | 0                     | 0                      | 0                     |
| 559000 Other Fund Services                  | 0                    | 0                    | 0                     | 12,641                 | 12,641                |
| <b>Total Internal Materials and Service</b> | <b>0</b>             | <b>0</b>             | <b>0</b>              | <b>22,545</b>          | <b>22,545</b>         |
| <b>Total Materials and Services</b>         | <b>0</b>             | <b>0</b>             | <b>69,000</b>         | <b>201,142</b>         | <b>260,796</b>        |
| <b>Capital Outlay</b>                       |                      |                      |                       |                        |                       |
| 561000 Land                                 | 0                    | 0                    | 910,000               | 300,000                | 300,000               |
| 562000 Buildings                            | 0                    | 0                    | 0                     | 200,000                | 200,000               |
| 563000 Improvements                         | 0                    | 0                    | 1,675,564             | 1,898,761              | 1,984,107             |
| 564000 Capital Equipment                    | 0                    | 0                    | 0                     | 0                      | 0                     |
| 565000 Facilities Lease/Purchase            | 0                    | 0                    | 0                     | 0                      | 0                     |
| 566000 Equipment Lease/Purchase             | 0                    | 0                    | 0                     | 0                      | 0                     |
| 568000 Other Capital Expenditure            | 0                    | 0                    | 0                     | 0                      | 0                     |
| 569000 Depreciation                         | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>Total Capital Outlay</b>                 | <b>0</b>             | <b>0</b>             | <b>2,585,564</b>      | <b>2,398,761</b>       | <b>2,484,107</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>\$ 0</b>          | <b>\$ 2,678,564</b>   | <b>\$ 2,793,950</b>    | <b>\$ 2,938,950</b>   |

**Parks Construction Division AU 766**
**FULL-TIME POSITIONS**

| Class                            | Title                          | Actual<br>FY 1997 | Actual<br>FY 1998 | Revised<br>FY 1998-99 |                  | Approved<br>FY 1999-00 |                   | Adopted<br>FY 1999-00 |                   |
|----------------------------------|--------------------------------|-------------------|-------------------|-----------------------|------------------|------------------------|-------------------|-----------------------|-------------------|
|                                  |                                | No.               | No.               | No.                   | Amount           | No.                    | Amount            | No.                   | Amount            |
| 3134                             | Architect                      | 0                 | 0                 | 0                     | 5,974            | 0                      | 17,701            | 0                     | 17,701            |
| 3133                             | Building / Landscape Designer  | 0                 | 0                 | 0                     | 7,213            | 1                      | 60,055            | 1                     | 27,718            |
| 7492                             | Community Relations Specialist | 0                 | 0                 | 0                     | 0                | 0                      | 21,582            | 0                     | 21,582            |
| 970                              | Program Manager II             | 0                 | 0                 | 0                     | 0                | 0                      | 19,053            | 0                     | 19,053            |
| 3231                             | Senior Planner                 | 0                 | 0                 | 0                     | 0                | 0                      | 0                 | 1                     | 32,337            |
| 3108                             | Technician II                  | 0                 | 0                 | 0                     | 0                | 1                      | 19,011            | 1                     | 19,011            |
| <b>TOTAL FULL-TIME POSITIONS</b> |                                | <b>0</b>          | <b>0</b>          | <b>0</b>              | <b>\$ 13,187</b> | <b>3</b>               | <b>\$ 137,402</b> | <b>3</b>              | <b>\$ 137,402</b> |

# Bonded Debt Interest and Sinking Fund – 302

## FUND SUMMARY

|                                      | Actual<br>FY 1996–97 | Actual<br>FY 1997–98 | Revised<br>FY 1998–99 | Yr End Est.<br>FY 1998–99 | Approved<br>FY 1999–00 | Adopted<br>FY 1999–00 |
|--------------------------------------|----------------------|----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| <b>RESOURCES</b>                     |                      |                      |                       |                           |                        |                       |
| <b>External Revenues</b>             |                      |                      |                       |                           |                        |                       |
| <b>Property Taxes</b>                |                      |                      |                       |                           |                        |                       |
| Current Property Taxes               | 8,403,781            | 4,999,979            | 5,500,000             | 5,500,000                 | 6,875,000              | 7,303,361             |
| Prior Year Property Taxes            | 206,316              | 237,888              | 124,000               | 104,000                   | 125,000                | 125,000               |
|                                      | 8,610,097            | 5,237,867            | 5,624,000             | 5,604,000                 | 7,000,000              | 7,428,361             |
| <b>Miscellaneous Revenues</b>        |                      |                      |                       |                           |                        |                       |
| Interest Earned                      | 144,221              | 124,037              | 98,245                | 48,245                    | 95,000                 | 50,000                |
|                                      | 144,221              | 124,037              | 98,245                | 48,245                    | 95,000                 | 50,000                |
| <b>Total External Revenues</b>       | 8,754,318            | 5,361,904            | 5,722,245             | 5,652,245                 | 7,095,000              | 7,478,361             |
| <b>Internal Revenues</b>             |                      |                      |                       |                           |                        |                       |
| Beginning Fund Balance               | 1,149,464            | 1,416,177            | 530,576               | 799,262                   | 481,124                | 481,124               |
| <b>TOTAL RESOURCES</b>               | <b>\$ 9,903,782</b>  | <b>\$ 6,778,081</b>  | <b>\$ 6,252,821</b>   | <b>\$ 6,451,507</b>       | <b>\$ 7,576,124</b>    | <b>\$ 7,959,485</b>   |
| <b>REQUIREMENTS</b>                  |                      |                      |                       |                           |                        |                       |
| <b>Bureau Expenses</b>               |                      |                      |                       |                           |                        |                       |
| <b>Fund Requirements</b>             |                      |                      |                       |                           |                        |                       |
| Debt Retirement                      | 8,487,606            | 5,978,821            | 5,970,383             | 5,970,383                 | 7,493,496              | 7,959,485             |
| <b>Unappropriated Ending Balance</b> |                      |                      |                       |                           |                        |                       |
| Unappropriated Ending Balance        | 1,416,176            | 799,260              | 282,438               | 481,124                   | 82,628                 | 0                     |
|                                      | 1,416,176            | 799,260              | 282,438               | 481,124                   | 82,628                 | 0                     |
| <b>Total Fund Requirements</b>       | 9,903,782            | 6,778,081            | 6,252,821             | 6,451,507                 | 7,576,124              | 7,959,485             |
| <b>TOTAL REQUIREMENTS</b>            | <b>\$ 9,903,782</b>  | <b>\$ 6,778,081</b>  | <b>\$ 6,252,821</b>   | <b>\$ 6,451,507</b>       | <b>\$ 7,576,124</b>    | <b>\$ 7,959,485</b>   |

## FUND OVERVIEW

This fund is used to achieve a proper matching of revenues and expenditures related to refinancing renovation to, construction of, and improvements to certain City public investments including Civic Stadium, the Portland Center of the Performing Arts, the City's park system, and the Bureau of Fire, Rescue & Emergency Services' infrastructure.

Principal and interest on these bonds are paid from property taxes. The City is obligated to levy an annual ad valorem tax, without limitation to rate or amount, upon all property within the City sufficient to service the debt.



# Bonded Debt Interest and Sinking Fund – 302

## DEBT REDEMPTION SCHEDULE

| Bond Description                                 | Amount<br>Issued | Fiscal Year | Principal  | Coupon | Interest   | Total P+I  |
|--|------------------|-------------|------------|--------|------------|------------|
| Series 1986 C<br>General Obligation<br>Due 12/1  | 30,130,000       | 1999/00     | 790,000    | 5.50%  | 114,125    | 904,125    |
|  |                  | 2000/01     | 825,000    | 5.50%  | 69,713     | 894,713    |
|  |                  | 2001/02     | 855,000    | 5.50%  | 23,513     | 878,513    |
|  |                  | TOTAL       | 2,470,000  |        | 207,350    | 2,677,350  |
| 1995 Series A<br>General Obligation<br>Due 6/1   | 20,000,000       | 1999/00     | 710,000    | 7.00%  | 1,013,528  | 1,723,528  |
|  |                  | 2000/01     | 760,000    | 7.00%  | 963,828    | 1,723,828  |
|  |                  | 2001/02     | 815,000    | 5.10%  | 910,628    | 1,725,628  |
|  |                  | 2002/03     | 855,000    | 5.20%  | 869,063    | 1,724,063  |
|  |                  | 2003/04     | 900,000    | 5.25%  | 824,603    | 1,724,603  |
|  |                  | 2004/05     | 950,000    | 5.30%  | 777,353    | 1,727,353  |
|  |                  | 2005/06     | 1,000,000  | 5.30%  | 727,003    | 1,727,003  |
|  |                  | 2006/07     | 1,050,000  | 5.40%  | 674,003    | 1,724,003  |
|  |                  | 2007/08     | 1,105,000  | 5.50%  | 617,303    | 1,722,303  |
|  |                  | 2008/09     | 1,170,000  | 5.60%  | 556,528    | 1,726,528  |
|  |                  | 2009/10     | 1,235,000  | 5.70%  | 491,008    | 1,726,008  |
|  |                  | 2010/11     | 1,305,000  | 5.75%  | 420,613    | 1,725,613  |
|  |                  | 2011/12     | 1,380,000  | 5.75%  | 345,575    | 1,725,575  |
|  |                  | 2012/13     | 1,460,000  | 5.75%  | 266,225    | 1,726,225  |
|  |                  | 2013/14     | 1,540,000  | 5.75%  | 182,275    | 1,722,275  |
|  |                  | 2014/15     | 1,630,000  | 5.75%  | 93,725     | 1,723,725  |
|  |                  | TOTAL       | 17,865,000 |        | 9,733,255  | 27,598,255 |
| 1995 Series B<br>General Obligation<br>Due 6/1   | 38,800,000       | 1999/00     | 1,385,000  | 7.00%  | 1,948,043  | 3,333,043  |
|  |                  | 2000/01     | 1,480,000  | 7.00%  | 1,851,093  | 3,331,093  |
|  |                  | 2001/02     | 1,585,000  | 5.10%  | 1,747,493  | 3,332,493  |
|  |                  | 2002/03     | 1,665,000  | 5.15%  | 1,666,658  | 3,331,658  |
|  |                  | 2003/04     | 1,750,000  | 5.20%  | 1,580,910  | 3,330,910  |
|  |                  | 2004/05     | 1,840,000  | 5.25%  | 1,489,910  | 3,329,910  |
|  |                  | 2005/06     | 1,940,000  | 5.25%  | 1,393,310  | 3,333,310  |
|  |                  | 2006/07     | 2,040,000  | 5.30%  | 1,291,460  | 3,331,460  |
|  |                  | 2007/08     | 2,150,000  | 5.40%  | 1,183,340  | 3,333,340  |
|  |                  | 2008/09     | 2,265,000  | 5.50%  | 1,067,240  | 3,332,240  |
|  |                  | 2009/10     | 2,390,000  | 5.50%  | 942,665    | 3,332,665  |
|  |                  | 2010/11     | 2,520,000  | 5.70%  | 811,215    | 3,331,215  |
|  |                  | 2011/12     | 2,665,000  | 5.75%  | 667,575    | 3,332,575  |
|  |                  | 2012/13     | 2,815,000  | 5.75%  | 514,338    | 3,329,338  |
|  |                  | 2013/14     | 2,980,000  | 5.75%  | 352,475    | 3,332,475  |
|  |                  | 2014/15     | 3,150,000  | 5.75%  | 181,125    | 3,331,125  |
|  |                  | TOTAL       | 34,620,000 |        | 18,688,848 | 53,308,848 |
| 1999 Series A<br>General Obligation<br>Projected | 24,000,000       | 1999/00     | 680,000    | 6.75%  | 1,318,789  | 1,998,789  |
|  |                  | 2000/01     | 725,000    | 6.75%  | 1,272,889  | 1,997,889  |
|  |                  | 2001/02     | 775,000    | 6.75%  | 1,223,951  | 1,998,951  |
|  |                  | 2002/03     | 830,000    | 6.75%  | 1,171,639  | 2,001,639  |
|  |                  | 2003/04     | 885,000    | 4.55%  | 1,115,614  | 2,000,614  |
|  |                  | 2004/05     | 925,000    | 4.70%  | 1,075,346  | 2,000,346  |
|  |                  | 2005/06     | 970,000    | 4.80%  | 1,031,871  | 2,001,871  |
|  |                  | 2006/07     | 1,015,000  | 4.90%  | 985,311    | 2,000,311  |
|  |                  | 2007/08     | 1,065,000  | 4.95%  | 935,576    | 2,000,576  |
|  |                  | 2008/09     | 1,115,000  | 5.00%  | 882,859    | 1,997,859  |
|  |                  | 2009/10     | 1,175,000  | 5.13%  | 827,109    | 2,002,109  |
|  |                  | 2010/11     | 1,235,000  | 5.25%  | 766,890    | 2,001,890  |
|  |                  | 2011/12     | 1,300,000  | 5.35%  | 702,053    | 2,002,053  |
|  |                  | 2012/13     | 1,365,000  | 5.40%  | 632,503    | 1,997,503  |
|  |                  | 2013/14     | 1,440,000  | 5.55%  | 558,793    | 1,998,793  |
|  |                  | 2014/15     | 1,520,000  | 5.55%  | 478,873    | 1,998,873  |
|  |                  | 2015/16     | 1,605,000  | 5.60%  | 394,513    | 1,999,513  |
|  |                  | 2016/17     | 1,695,000  | 5.65%  | 304,633    | 1,999,633  |
|  |                  | 2017/18     | 1,790,000  | 5.65%  | 208,865    | 1,998,865  |
|  |                  | 2018/19     | 1,890,000  | 5.70%  | 107,730    | 1,997,730  |
|  |                  | TOTAL       | 24,000,000 |        | 15,995,804 | 39,995,804 |
| COMBINED DEBT SERVICE                            | 88,930,000       | 1999/00     | 3,565,000  |        | 4,394,484  | 7,959,484  |

# Bonded Debt Interest and Sinking Fund – 302

## DEBT REDEMPTION SCHEDULE

| Bond Description               | Amount<br>Issued | Fiscal Year | Principal            | Coupon | Interest             | Total P+I             |
|--------------------------------|------------------|-------------|----------------------|--------|----------------------|-----------------------|
|                                |                  | 2000/01     | 3,790,000            |        | 4,157,521            | 7,947,521             |
|                                |                  | 2001/02     | 4,030,000            |        | 3,905,584            | 7,935,584             |
|                                |                  | 2002/03     | 3,350,000            |        | 3,707,359            | 7,057,359             |
|                                |                  | 2003/04     | 3,535,000            |        | 3,521,126            | 7,056,126             |
|                                |                  | 2004/05     | 3,715,000            |        | 3,342,609            | 7,057,609             |
|                                |                  | 2005/06     | 3,910,000            |        | 3,152,184            | 7,062,184             |
|                                |                  | 2006/07     | 4,105,000            |        | 2,950,774            | 7,055,774             |
|                                |                  | 2007/08     | 4,320,000            |        | 2,736,219            | 7,056,219             |
|                                |                  | 2008/09     | 4,550,000            |        | 2,506,626            | 7,056,626             |
|                                |                  | 2009/10     | 4,800,000            |        | 2,260,781            | 7,060,781             |
|                                |                  | 2010/11     | 5,060,000            |        | 1,998,718            | 7,058,718             |
|                                |                  | 2011/12     | 5,345,000            |        | 1,715,203            | 7,060,203             |
|                                |                  | 2012/13     | 5,640,000            |        | 1,413,065            | 7,053,065             |
|                                |                  | 2013/14     | 5,960,000            |        | 1,093,543            | 7,053,543             |
|                                |                  | 2014/15     | 6,300,000            |        | 753,723              | 7,053,723             |
|                                |                  | 2015/16     | 1,605,000            |        | 394,513              | 1,999,513             |
|                                |                  | 2016/17     | 1,695,000            |        | 304,633              | 1,999,633             |
|                                |                  | 2017/18     | 1,790,000            |        | 208,865              | 1,998,865             |
|                                |                  | 2018/19     | 1,890,000            |        | 107,730              | 1,997,730             |
| <b>TOTAL FUND DEBT SERVICE</b> |                  |             | <b>\$ 78,955,000</b> |        | <b>\$ 44,625,256</b> | <b>\$ 123,580,256</b> |

# Golf Fund – 154

## FUND SUMMARY

|   | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Yr End Est.<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|----------------------|----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| <b>RESOURCES</b>                        |                      |                      |                       |                           |                        |                       |
| <b>External Revenues</b>                |                      |                      |                       |                           |                        |                       |
| <b>Service Charges and Fees</b>         |                      |                      |                       |                           |                        |                       |
| Concessions                             | 210,826              | 204,862              | 210,000               | 0                         | 169,000                | 169,000               |
| Miscellaneous                           | 695                  | 0                    | 0                     | 0                         | 0                      | 0                     |
| Parks & Recreation Facilities           | 5,074,954            | 5,250,727            | 5,646,050             | 6,394,700                 | 5,364,800              | 5,364,800             |
| Rents and Reimbursements                | 2,151                | 7,599                | 4,500                 | 0                         | 7,000                  | 7,000                 |
|   | 5,288,626            | 5,463,188            | 5,860,550             | 6,394,700                 | 5,540,800              | 5,540,800             |
| <b>Miscellaneous Revenues</b>           |                      |                      |                       |                           |                        |                       |
| Bond and Note Sales                     | 0                    | 0                    | 0                     | 0                         | 8,370,000              | 8,370,000             |
| Interest Earned                         | 46,034               | 56,580               | 50,000                | 0                         | 54,000                 | 54,000                |
| Private Grants/Donations                | 346                  | 1,585                | 0                     | 0                         | 0                      | 0                     |
| Sales Miscellaneous                     | 3,958                | 4,308                | 4,000                 | 0                         | 3,800                  | 3,800                 |
|   | 50,338               | 62,473               | 54,000                | 0                         | 8,427,800              | 8,427,800             |
| <b>Total External Revenues</b>          | 5,338,964            | 5,525,661            | 5,914,550             | 6,394,700                 | 13,968,600             | 13,968,600            |
| <b>Internal Revenues</b>                |                      |                      |                       |                           |                        |                       |
| <b>Interfund Service Reimbursements</b> |                      |                      |                       |                           |                        |                       |
| Portland International Raceway          | 17,255               | 0                    | 0                     | 0                         | 0                      | 0                     |
| Portland Parks Trust                    | 17,255               | 0                    | 0                     | 0                         | 0                      | 0                     |
|   | 34,510               | 0                    | 0                     | 0                         | 0                      | 0                     |
| <b>Total Internal Revenues</b>          | 34,510               | 0                    | 0                     | 0                         | 0                      | 0                     |
| <b>Beginning Fund Balance</b>           | 378,897              | 917,230              | 783,315               | 875,044                   | 1,834,145              | 1,834,145             |
| <b>TOTAL RESOURCES</b>                  | <b>\$ 5,752,371</b>  | <b>\$ 6,442,891</b>  | <b>\$ 6,697,865</b>   | <b>\$ 7,269,744</b>       | <b>\$ 15,802,745</b>   | <b>\$ 15,802,745</b>  |
| <b>REQUIREMENTS</b>                     |                      |                      |                       |                           |                        |                       |
| <b>Bureau Expenses</b>                  |                      |                      |                       |                           |                        |                       |
| <b>Personal Services</b>                |                      |                      |                       |                           |                        |                       |
| 2,198,641                               | 2,157,119            | 2,186,064            | 2,257,000             | 2,414,339                 | 2,414,339              |                       |
| <b>External Materials and Service</b>   |                      |                      |                       |                           |                        |                       |
| 1,460,502                               | 1,497,184            | 1,455,141            | 1,410,000             | 1,505,900                 | 1,505,900              |                       |
| Communications Services                 | 8,687                | 8,449                | 12,517                | 0                         | 11,348                 | 11,348                |
| Data Processing Services                | 5,117                | 5,943                | 6,788                 | 0                         | 7,425                  | 7,425                 |
| Facilities Services                     | 184                  | 0                    | 0                     | 0                         | 0                      | 0                     |
| Fleet Services                          | 87,389               | 78,752               | 88,786                | 0                         | 95,989                 | 95,989                |
| Insurance                               | 52,960               | 54,753               | 64,152                | 0                         | 66,462                 | 66,462                |
| Printing & Distribution                 | 4,374                | 1,113                | 8,810                 | 0                         | 4,470                  | 4,470                 |
| Auto Port Operating                     | 2,880                | 2,880                | 0                     | 0                         | 0                      | 0                     |
| Finance & Administration                | 13,007               | 16,354               | 8,429                 | 0                         | 8,431                  | 8,431                 |
| Parking Facilities                      | 0                    | 0                    | 3,120                 | 0                         | 3,120                  | 3,120                 |
| Parks Bureau                            | 176,731              | 294,486              | 363,339               | 520,000                   | 378,969                | 378,969               |
| Planning                                | 7,500                | 0                    | 0                     | 0                         | 0                      | 0                     |
|   | 358,829              | 462,730              | 555,941               | 520,000                   | 576,214                | 576,214               |
| <b>Capital Outlay</b>                   | 353,906              | 1,038,807            | 1,431,146             | 787,135                   | 3,845,000              | 3,845,000             |
| <b>Total Bureau Expenses</b>            | 4,371,878            | 5,155,840            | 5,628,292             | 4,974,135                 | 8,341,453              | 8,341,453             |
| <b>Fund Requirements</b>                |                      |                      |                       |                           |                        |                       |
| <b>General Operating Contingency</b>    |                      |                      |                       |                           |                        |                       |
| General Operating Contingency           | 0                    | 0                    | 534,608               | 0                         | 6,942,146              | 6,944,682             |
| Compensation Adjustment                 | 0                    | 0                    | 72,501                | 0                         | 59,769                 | 59,769                |
|   | 0                    | 0                    | 607,109               | 0                         | 7,001,915              | 7,004,451             |
| <b>General Fund Overhead</b>            | 157,641              | 134,322              | 169,464               | 169,464                   | 167,377                | 164,841               |
| <b>Fund Cash Transfers</b>              |                      |                      |                       |                           |                        |                       |
| Golf Revenue Bond                       | 292,000              | 280,000              | 293,000               | 292,000                   | 292,000                | 292,000               |
|   | 292,000              | 280,000              | 293,000               | 292,000                   | 292,000                | 292,000               |
| <b>Debt Retirement</b>                  | 13,620               | (2,319)              | 0                     | 0                         | 0                      | 0                     |

|                                      | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Yr End Est.<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|--------------------------------------|----------------------|----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| <b>Unappropriated Ending Balance</b> |                      |                      |                       |                           |                        |                       |
| Unappropriated Ending Balance        | 917,232              | 875,048              | 0                     | 1,834,145                 | 0                      | 0                     |
|                                      | 917,232              | 875,048              | 0                     | 1,834,145                 | 0                      | 0                     |
| <b>Total Fund Requirements</b>       | 1,380,493            | 1,287,051            | 1,069,573             | 2,295,609                 | 7,461,292              | 7,461,292             |
| <b>TOTAL REQUIREMENTS</b>            | <b>\$ 5,752,371</b>  | <b>\$ 6,442,891</b>  | <b>\$ 6,697,865</b>   | <b>\$ 7,269,744</b>       | <b>\$ 15,802,745</b>   | <b>\$ 15,802,745</b>  |

## FUND OVERVIEW

The Golf Operating Fund is designed to account for a self sufficient, revenue based golf program within Portland Parks and Recreation. The program supports five regulation-sized golf courses at four sites, along with clubhouses and other support facilities. The courses encompass approximately 750 acres within the metropolitan area.

In FY 1999-00, the most notable funding source is the issuance of short-term debt to finance a major course remodel at Progress Downs golf course. This interim debt will be replaced the following year with long-term bonds that, in addition to retiring the interim debt, will be used to build a new clubhouse at Heron Lakes.

# Golf Revenue Bond Redemption Fund – 353

## FUND SUMMARY

|   | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Yr End Est.<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|----------------------|----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| <b>RESOURCES</b>                            |                      |                      |                       |                           |                        |                       |
| <b>External Revenues</b>                    |                      |                      |                       |                           |                        |                       |
| <b>Miscellaneous Revenues</b>               |                      |                      |                       |                           |                        |                       |
| Interest Earned                             | 23,838               | 13,823               | 13,000                | 13,200                    | 13,000                 | 13,000                |
|   | 23,838               | 13,823               | 13,000                | 13,200                    | 13,000                 | 13,000                |
| <b>Total External Revenues</b>              | 23,838               | 13,823               | 13,000                | 13,200                    | 13,000                 | 13,000                |
| <b>Internal Revenues</b>                    |                      |                      |                       |                           |                        |                       |
| <b>Other Cash Transfers</b>                 |                      |                      |                       |                           |                        |                       |
| Golf Fund                                   | 292,000              | 280,000              | 293,000               | 292,000                   | 292,000                | 292,000               |
|   | 292,000              | 280,000              | 293,000               | 292,000                   | 292,000                | 292,000               |
| <b>Total Internal Revenues</b>              | 292,000              | 280,000              | 293,000               | 292,000                   | 292,000                | 292,000               |
| <b>Beginning Fund Balance</b>               | 230,489              | 243,862              | 230,097               | 232,919                   | 232,845                | 232,845               |
| <b>TOTAL RESOURCES</b>                      | <b>\$ 546,327</b>    | <b>\$ 537,685</b>    | <b>\$ 536,097</b>     | <b>\$ 538,119</b>         | <b>\$ 537,845</b>      | <b>\$ 537,845</b>     |
| <b>REQUIREMENTS</b>                         |                      |                      |                       |                           |                        |                       |
| <b>Bureau Expenses</b>                      |                      |                      |                       |                           |                        |                       |
| <b>External Materials and Service</b>       |                      |                      |                       |                           |                        |                       |
|   | 0                    | 0                    | 0                     | 305,274                   | 0                      | 0                     |
| <b>Total Bureau Expenses</b>                | 0                    | 0                    | 0                     | 305,274                   | 0                      | 0                     |
| <b>Fund Requirements</b>                    |                      |                      |                       |                           |                        |                       |
| <b>Debt Retirement</b>                      |                      |                      |                       |                           |                        |                       |
|   | 292,465              | 304,765              | 305,274               | 0                         | 304,615                | 304,615               |
| <b>Unappropriated Ending Balance</b>        |                      |                      |                       |                           |                        |                       |
| Reserve for Future Years                    | 0                    | 0                    | 0                     | 0                         | 233,230                | 233,230               |
| Unappropriated Ending Balance               | 253,862              | 232,920              | 230,823               | 232,845                   | 0                      | 0                     |
|   | 253,862              | 232,920              | 230,823               | 232,845                   | 233,230                | 233,230               |
| <b>Total Fund Requirements</b>              | 546,327              | 537,685              | 536,097               | 232,845                   | 537,845                | 537,845               |
| <b>TOTAL REQUIREMENTS</b>                   | <b>\$ 546,327</b>    | <b>\$ 537,685</b>    | <b>\$ 536,097</b>     | <b>\$ 538,119</b>         | <b>\$ 537,845</b>      | <b>\$ 537,845</b>     |
| <b>LINE ITEM DETAIL – AU 619</b>            |                      |                      |                       |                           |                        |                       |
| <b>Materials and Services</b>               |                      |                      |                       |                           |                        |                       |
| <b>External Materials and Service</b>       |                      |                      |                       |                           |                        |                       |
| 545000 Interest                             | 0                    | 0                    | 0                     | 305,274                   | 0                      | 0                     |
| <b>Total External Materials and Service</b> | 0                    | 0                    | 0                     | 305,274                   | 0                      | 0                     |
| <b>Total Materials and Services</b>         | 0                    | 0                    | 0                     | 305,274                   | 0                      | 0                     |
| <b>TOTAL BUREAU EXPENSES</b>                | <b>\$ 0</b>          | <b>\$ 0</b>          | <b>\$ 0</b>           | <b>\$ 305,274</b>         | <b>\$ 0</b>            | <b>\$ 0</b>           |

## FUND OVERVIEW

This fund pays principal and interest on bonds issued in 1991 to make improvements at Eastmoreland, Heron Lakes, Progress Downs, and Rose City golf courses. Debt service on these bonds is payable and secured from net revenues of the golf system.

**Golf Revenue Bond Redemption Fund – 353****DEBT REDEMPTION SCHEDULE**

| <b>Bond Description</b>        | <b>Amount<br/>Issued</b> | <b>Fiscal Year</b> | <b>Principal</b>  | <b>Coupon</b> | <b>Interest</b>  | <b>Total P+I</b>  |
|--------------------------------|--------------------------|--------------------|-------------------|---------------|------------------|-------------------|
| Series 1991 A                  | 2,295,000                | 1999/00            | 260,000           | 6.25%         | 44,615           | 304,615           |
| Revenue                        |                          | 2000/01            | 275,000           | 6.35%         | 27,759           | 302,759           |
| Due 11/01                      |                          | 2001/02            | 295,000           | 6.45%         | 9,514            | 304,514           |
| <b>TOTAL FUND DEBT SERVICE</b> |                          |                    | <b>\$ 830,000</b> |               | <b>\$ 81,888</b> | <b>\$ 911,888</b> |

# Parks Bond Construction Fund – 504

## FUND SUMMARY

|                                      | Actual<br>FY 1996–97 | Actual<br>FY 1997–98 | Revised<br>FY 1998–99 | Yr End Est.<br>FY 1998–99 | Approved<br>FY 1999–00 | Adopted<br>FY 1999–00 |
|--------------------------------------|----------------------|----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| <b>RESOURCES</b>                     |                      |                      |                       |                           |                        |                       |
| <b>External Revenues</b>             |                      |                      |                       |                           |                        |                       |
| <b>Miscellaneous Revenues</b>        |                      |                      |                       |                           |                        |                       |
| Interest Earned                      | 3,133,820            | 2,067,214            | 750,722               | 863,000                   | 103,346                | 103,346               |
|                                      | 3,133,820            | 2,067,214            | 750,722               | 863,000                   | 103,346                | 103,346               |
| <b>Total External Revenues</b>       | 3,133,820            | 2,067,214            | 750,722               | 863,000                   | 103,346                | 103,346               |
| <b>Internal Revenues</b>             |                      |                      |                       |                           |                        |                       |
| Beginning Fund Balance               | 57,031,423           | 43,520,197           | 26,753,819            | 26,753,819                | 5,168,057              | 5,168,057             |
| <b>TOTAL RESOURCES</b>               | <b>\$ 60,165,243</b> | <b>\$ 45,587,411</b> | <b>\$ 27,504,541</b>  | <b>\$ 27,616,819</b>      | <b>\$ 5,271,403</b>    | <b>\$ 5,271,403</b>   |
| <b>REQUIREMENTS</b>                  |                      |                      |                       |                           |                        |                       |
| <b>Bureau Expenses</b>               |                      |                      |                       |                           |                        |                       |
| Personal Services                    | 1,127,655            | 1,206,992            | 1,217,068             | 1,255,000                 | 551,729                | 551,729               |
| External Materials and Service       | 2,165,574            | 1,401,732            | 1,248,515             | 1,195,000                 | 75,600                 | 75,600                |
| Communications Services              | 19,698               | 55,646               | 15,027                | 0                         | 20,046                 | 20,046                |
| Facilities Services                  | 260                  | 130                  | 0                     | 0                         | 0                      | 0                     |
| Fleet Services                       | 14,559               | 10,629               | 12,345                | 0                         | 12,450                 | 12,450                |
| Printing & Distribution              | 84,762               | 42,906               | 53,103                | 0                         | 23,625                 | 23,625                |
| Auto Port Operating                  | 7,200                | 8,142                | 0                     | 0                         | 0                      | 0                     |
| Environmental Services               | 7,352                | 26,094               | 10,000                | 0                         | 10,000                 | 10,000                |
| Finance & Administration             | 9,135                | 42,762               | 46,489                | 0                         | 31,260                 | 31,260                |
| Parking Facilities                   | 0                    | 0                    | 7,800                 | 0                         | 7,800                  | 7,800                 |
| Parks Bureau                         | 452,736              | 287,958              | 230,745               | 482,100                   | 253,784                | 253,784               |
| Planning                             | 62,759               | 24,000               | 0                     | 0                         | 0                      | 0                     |
| Purchases & Stores                   | 48,579               | 48,403               | 0                     | 0                         | 0                      | 0                     |
| Transportation                       | 74,485               | 62,124               | 0                     | 0                         | 0                      | 0                     |
| Water Bureau                         | 0                    | 1,739                | 87,000                | 0                         | 10,000                 | 10,000                |
|                                      | 781,525              | 610,533              | 462,509               | 482,100                   | 368,965                | 368,965               |
| <b>Capital Outlay</b>                | 12,545,298           | 15,608,587           | 20,358,401            | 19,491,662                | 4,237,062              | 4,237,062             |
| <b>Equipment Cash Transfers</b>      |                      |                      |                       |                           |                        |                       |
| Printing & Distribution              | 0                    | 5,758                | 0                     | 0                         | 0                      | 0                     |
|                                      | 0                    | 5,758                | 0                     | 0                         | 0                      | 0                     |
| <b>Total Bureau Expenses</b>         | 16,620,052           | 18,833,602           | 23,286,493            | 22,423,762                | 5,233,356              | 5,233,356             |
| <b>Fund Requirements</b>             |                      |                      |                       |                           |                        |                       |
| <b>General Operating Contingency</b> |                      |                      |                       |                           |                        |                       |
| General Operating Contingency        | 0                    | 0                    | 4,150,877             | 0                         | 0                      | 0                     |
| Compensation Adjustment              | 0                    | 0                    | 42,171                | 0                         | 13,047                 | 13,047                |
|                                      | 0                    | 0                    | 4,193,048             | 0                         | 13,047                 | 13,047                |
| <b>General Fund Overhead</b>         | 25,000               | 0                    | 25,000                | 25,000                    | 25,000                 | 25,000                |
| <b>Unappropriated Ending Balance</b> |                      |                      |                       |                           |                        |                       |
| Unappropriated Ending Balance        | 43,520,191           | 26,753,809           | 0                     | 5,168,057                 | 0                      | 0                     |
|                                      | 43,520,191           | 26,753,809           | 0                     | 5,168,057                 | 0                      | 0                     |
| <b>Total Fund Requirements</b>       | 43,545,191           | 26,753,809           | 4,218,048             | 5,193,057                 | 38,047                 | 38,047                |
| <b>TOTAL REQUIREMENTS</b>            | <b>\$ 60,165,243</b> | <b>\$ 45,587,411</b> | <b>\$ 27,504,541</b>  | <b>\$ 27,616,819</b>      | <b>\$ 5,271,403</b>    | <b>\$ 5,271,403</b>   |

## FUND OVERVIEW

The Parks Bond Construction Fund was established to account for capital improvements funded by a \$58.8 million General Obligation Bond Issue improvements. This capital program, sometimes referred to as the GOBI, was passed by voters in November 1994, and implementation began in the spring of 1995.

- ◆ Most of the 114 projects funded from the bond issue were focused on renovating and upgrading existing park infrastructure (playgrounds, restrooms, paths, irrigation and lighting) as well as making park features comply with the Americans with Disabilities Act requirements.
- ◆ The bond measure also responded to Portland's growing demand for more recreational opportunities by providing funds to build two new community centers, renovate six existing community centers and five pools, and develop fourteen new soccer fields and six new softball fields.

The GOBI was planned as a five-year capital program. As of May 1999, in its fourth year, 90 out of 114 projects have been completed. The remaining projects are expected to be completed by spring of 2000, so FY 1999-00 is expected to be the final year for the Parks Bond Construction Fund. (After that, all parks capital activity other than the golf and PIR enterprise funds will be accounted for in the new Parks Construction Fund, which includes General Fund support as well as Systems Development Charge revenue.)



# Parks Construction Fund – 505

## FUND SUMMARY

|   | Actual<br>FY 1996–97 | Actual<br>FY 1997–98 | Revised<br>FY 1998–99 | Yr End Est.<br>FY 1998–99 | Approved<br>FY 1999–00 | Adopted<br>FY 1999–00 |
|---|----------------------|----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| <b>RESOURCES</b>                        |                      |                      |                       |                           |                        |                       |
| <b>External Revenues</b>                |                      |                      |                       |                           |                        |                       |
| <b>Service Charges and Fees</b>         |                      |                      |                       |                           |                        |                       |
| Public Works/Utility Charge             | 0                    | 0                    | 800,000               | 652,986                   | 892,000                | 892,000               |
|   | 0                    | 0                    | 800,000               | 652,986                   | 892,000                | 892,000               |
| <b>Local Sources</b>                    |                      |                      |                       |                           |                        |                       |
| Local Cost Sharing                      | 0                    | 0                    | 230,000               | 0                         | 59,654                 | 59,654                |
|   | 0                    | 0                    | 230,000               | 0                         | 59,654                 | 59,654                |
| <b>Miscellaneous Revenues</b>           |                      |                      |                       |                           |                        |                       |
| Interest Earned                         | 0                    | 0                    | 25,000                | 0                         | 57,100                 | 57,100                |
|   | 0                    | 0                    | 25,000                | 0                         | 57,100                 | 57,100                |
| <b>Total External Revenues</b>          | 0                    | 0                    | 1,055,000             | 652,986                   | 1,008,754              | 1,008,754             |
| <b>Internal Revenues</b>                |                      |                      |                       |                           |                        |                       |
| <b>Other Cash Transfers</b>             |                      |                      |                       |                           |                        |                       |
| General Fund                            | 0                    | 0                    | 1,595,564             | 1,595,564                 | 1,932,000              | 2,077,000             |
|   | 0                    | 0                    | 1,595,564             | 1,595,564                 | 1,932,000              | 2,077,000             |
| <b>Interfund Service Reimbursements</b> |                      |                      |                       |                           |                        |                       |
| Environmental Services                  | 0                    | 0                    | 13,000                | 13,000                    | 0                      | 0                     |
| Portland Parks Trust                    | 0                    | 0                    | 15,000                | 15,000                    | 0                      | 0                     |
|   | 0                    | 0                    | 28,000                | 28,000                    | 0                      | 0                     |
| <b>Total Internal Revenues</b>          | 0                    | 0                    | 1,623,564             | 1,623,564                 | 1,932,000              | 2,077,000             |
| <b>Beginning Fund Balance</b>           | 0                    | 0                    | 0                     | 0                         | 322,700                | 322,700               |
| <b>TOTAL RESOURCES</b>                  | <b>\$ 0</b>          | <b>\$ 0</b>          | <b>\$ 2,678,564</b>   | <b>\$ 2,276,550</b>       | <b>\$ 3,263,454</b>    | <b>\$ 3,408,454</b>   |
| <b>REQUIREMENTS</b>                     |                      |                      |                       |                           |                        |                       |
| <b>Bureau Expenses</b>                  |                      |                      |                       |                           |                        |                       |
| <b>Personal Services</b>                | 0                    | 0                    | 24,000                | 24,000                    | 194,047                | 194,047               |
| <b>External Materials and Service</b>   | 0                    | 0                    | 69,000                | 19,000                    | 178,597                | 238,251               |
| Communications Services                 | 0                    | 0                    | 0                     | 0                         | 1,243                  | 1,243                 |
| Fleet Services                          | 0                    | 0                    | 0                     | 0                         | 1,604                  | 1,604                 |
| Printing & Distribution                 | 0                    | 0                    | 0                     | 0                         | 7,057                  | 7,057                 |
| Parks Bureau                            | 0                    | 0                    | 0                     | 63,000                    | 12,641                 | 12,641                |
|   | 0                    | 0                    | 0                     | 63,000                    | 22,545                 | 22,545                |
| <b>Capital Outlay</b>                   | 0                    | 0                    | 2,585,564             | 1,847,850                 | 2,398,761              | 2,484,107             |
| <b>Total Bureau Expenses</b>            | 0                    | 0                    | 2,678,564             | 1,953,850                 | 2,793,950              | 2,938,950             |
| <b>Fund Requirements</b>                |                      |                      |                       |                           |                        |                       |
| <b>General Operating Contingency</b>    |                      |                      |                       |                           |                        |                       |
| General Operating Contingency           | 0                    | 0                    | 0                     | 0                         | 445,152                | 444,810               |
| Compensation Adjustment                 | 0                    | 0                    | 0                     | 0                         | 4,440                  | 4,440                 |
|   | 0                    | 0                    | 0                     | 0                         | 449,592                | 449,250               |
| <b>General Fund Overhead</b>            | 0                    | 0                    | 0                     | 0                         | 5,112                  | 5,454                 |
| <b>Unappropriated Ending Balance</b>    |                      |                      |                       |                           |                        |                       |
| Unappropriated Ending Balance           | 0                    | 0                    | 0                     | 322,700                   | 14,800                 | 14,800                |
|   | 0                    | 0                    | 0                     | 322,700                   | 14,800                 | 14,800                |
| <b>Total Fund Requirements</b>          | 0                    | 0                    | 0                     | 322,700                   | 469,504                | 469,504               |
| <b>TOTAL REQUIREMENTS</b>               | <b>\$ 0</b>          | <b>\$ 0</b>          | <b>\$ 2,678,564</b>   | <b>\$ 2,276,550</b>       | <b>\$ 3,263,454</b>    | <b>\$ 3,408,454</b>   |

## FUND OVERVIEW

The Parks Construction Fund was created in FY 1998-99 as a way to improve and streamline the financial management and accounting for capital improvement program expenditures for Portland Parks and Recreation. Projects approved through the capital review committee using General Fund resources are included here, as well as projects funded with non-discretionary resources, including the Park System Development Charge that was established in the fall of 1998. A total of \$1,932,000 of General Fund discretionary resources is budgeted in FY 1999-00.

# Portland International Raceway Fund – 156

## FUND SUMMARY

|                                       | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Yr End Est.<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---------------------------------------|----------------------|----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| <b>RESOURCES</b>                      |                      |                      |                       |                           |                        |                       |
| <b>External Revenues</b>              |                      |                      |                       |                           |                        |                       |
| <b>Service Charges and Fees</b>       |                      |                      |                       |                           |                        |                       |
| Concessions                           | 124,327              | 153,572              | 150,000               | 933,500                   | 175,000                | 175,000               |
| Rents and Reimbursements              | 599,810              | 686,624              | 700,000               | 0                         | 700,000                | 700,000               |
|                                       | 724,137              | 840,196              | 850,000               | 933,500                   | 875,000                | 875,000               |
| <b>Miscellaneous Revenues</b>         |                      |                      |                       |                           |                        |                       |
| Interest Earned                       | 10,313               | 7,997                | 11,000                | 0                         | 8,000                  | 8,000                 |
| Other Miscellaneous                   | 2,383                | 5,715                | 0                     | 0                         | 0                      | 0                     |
|                                       | 12,696               | 13,712               | 11,000                | 0                         | 8,000                  | 8,000                 |
| <b>Total External Revenues</b>        | 736,833              | 853,908              | 861,000               | 933,500                   | 883,000                | 883,000               |
| <b>Internal Revenues</b>              |                      |                      |                       |                           |                        |                       |
| <b>Beginning Fund Balance</b>         | 209,284              | 153,750              | 114,208               | 115,370                   | 120,710                | 120,710               |
| <b>TOTAL RESOURCES</b>                | <b>\$ 946,117</b>    | <b>\$ 1,007,658</b>  | <b>\$ 975,208</b>     | <b>\$ 1,048,870</b>       | <b>\$ 1,003,710</b>    | <b>\$ 1,003,710</b>   |
| <b>REQUIREMENTS</b>                   |                      |                      |                       |                           |                        |                       |
| <b>Bureau Expenses</b>                |                      |                      |                       |                           |                        |                       |
| <b>Personal Services</b>              |                      |                      |                       |                           |                        |                       |
|                                       | 352,538              | 393,290              | 410,025               | 419,000                   | 420,648                | 420,648               |
| <b>External Materials and Service</b> |                      |                      |                       |                           |                        |                       |
| Communications Services               | 11,499               | 14,509               | 9,674                 | 0                         | 12,171                 | 12,171                |
| Data Processing Services              | 1,023                | 722                  | 882                   | 0                         | 964                    | 964                   |
| Fleet Services                        | 4,323                | 5,643                | 6,177                 | 0                         | 5,475                  | 5,475                 |
| Insurance                             | 19,733               | 24,106               | 19,456                | 0                         | 20,157                 | 20,157                |
| Printing & Distribution               | 1,894                | 539                  | 1,414                 | 0                         | 1,385                  | 1,385                 |
| Environmental Services                | 90,000               | 90,000               | 90,000                | 0                         | 0                      | 0                     |
| Finance & Administration              | 0                    | 95                   | 0                     | 0                         | 0                      | 0                     |
| Golf Operating                        | 17,255               | 0                    | 0                     | 0                         | 0                      | 0                     |
| Parks Bureau                          | 7,977                | 18,373               | 22,847                | 149,000                   | 23,567                 | 23,567                |
| Planning                              | 963                  | 0                    | 0                     | 0                         | 0                      | 0                     |
| Transportation                        | 771                  | 0                    | 2,000                 | 0                         | 2,000                  | 2,000                 |
|                                       | 155,438              | 153,987              | 152,450               | 149,000                   | 65,719                 | 65,719                |
| <b>Capital Outlay</b>                 | 0                    | 0                    | 0                     | 0                         | 40,000                 | 40,000                |
| <b>Total Bureau Expenses</b>          | 746,132              | 851,869              | 854,975               | 878,000                   | 908,567                | 908,567               |
| <b>Fund Requirements</b>              |                      |                      |                       |                           |                        |                       |
| <b>General Operating Contingency</b>  |                      |                      |                       |                           |                        |                       |
| General Operating Contingency         | 0                    | 0                    | 56,475                | 0                         | 26,288                 | 27,082                |
| Compensation Adjustment               | 0                    | 0                    | 13,598                | 0                         | 10,068                 | 10,068                |
|                                       | 0                    | 0                    | 70,073                | 0                         | 36,356                 | 37,150                |
| <b>General Fund Overhead</b>          | 46,236               | 40,419               | 50,160                | 50,160                    | 58,787                 | 57,993                |
| <b>Unappropriated Ending Balance</b>  |                      |                      |                       |                           |                        |                       |
| Unappropriated Ending Balance         | 153,749              | 115,370              | 0                     | 120,710                   | 0                      | 0                     |
|                                       | 153,749              | 115,370              | 0                     | 120,710                   | 0                      | 0                     |
| <b>Total Fund Requirements</b>        | 199,985              | 155,789              | 120,233               | 170,870                   | 95,143                 | 95,143                |
| <b>TOTAL REQUIREMENTS</b>             | <b>\$ 946,117</b>    | <b>\$ 1,007,658</b>  | <b>\$ 975,208</b>     | <b>\$ 1,048,870</b>       | <b>\$ 1,003,710</b>    | <b>\$ 1,003,710</b>   |

## FUND OVERVIEW

The Portland International Raceway (PIR) Operating Fund is a separate enterprise fund within Portland Parks and Recreation. It is a wholly self-sustaining operation which manages the world-class road course, motocross track, open air exhibit areas, and related spectator facilities. Although best known as the home of the Budweiser/G.I. Joe's Portland 200 CART race, which just competed its 15th successful year, the facility attracts over 500,000 spectators to about 135 events annually and is used nearly every day of the year.

# Portland Parks Memorial Trust Funds – 602

## FUND SUMMARY

|   | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Yr End Est.<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|----------------------|----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| <b>RESOURCES</b>                        |                      |                      |                       |                           |                        |                       |
| <b>External Revenues</b>                |                      |                      |                       |                           |                        |                       |
| <b>Service Charges and Fees</b>         |                      |                      |                       |                           |                        |                       |
| Concessions                             | 2,477                | 32,781               | 45,000                | 0                         | 55,000                 | 55,000                |
| Parking Fees                            | 172,643              | 111,572              | 141,000               | 1,724,620                 | 143,000                | 143,000               |
| Parks & Recreation Facilities           | 718,647              | 969,249              | 944,393               | 0                         | 942,000                | 942,000               |
| Fees and Reimbursements                 | 243,451              | 192,574              | 228,500               | 0                         | 210,830                | 210,830               |
|   | 1,137,218            | 1,306,176            | 1,358,893             | 1,724,620                 | 1,350,830              | 1,350,830             |
| <b>Miscellaneous Revenues</b>           |                      |                      |                       |                           |                        |                       |
| Interest Earned                         | 142,053              | 177,240              | 166,975               | 0                         | 175,250                | 175,250               |
| Other Miscellaneous                     | 0                    | 41                   | 0                     | 0                         | 0                      | 0                     |
| Private Grants/Donations                | 281,990              | 217,587              | 83,200                | 0                         | 11,200                 | 11,200                |
| Sale of Capital Assets                  | 21,738               | 0                    | 0                     | 0                         | 0                      | 0                     |
|   | 445,781              | 394,868              | 250,175               | 0                         | 186,450                | 186,450               |
| <b>Total External Revenues</b>          | <b>1,582,999</b>     | <b>1,701,044</b>     | <b>1,609,068</b>      | <b>1,724,620</b>          | <b>1,537,280</b>       | <b>1,537,280</b>      |
| <b>Internal Revenues</b>                |                      |                      |                       |                           |                        |                       |
| <b>Federal Grants Transfers</b>         |                      |                      |                       |                           |                        |                       |
|   | 6,469                | 41,257               | 28,726                | 28,366                    | 0                      | 0                     |
| <b>Interfund Service Reimbursements</b> |                      |                      |                       |                           |                        |                       |
| Water Bureau                            | 500                  | 0                    | 0                     | 0                         | 0                      | 0                     |
|   | 500                  | 0                    | 0                     | 0                         | 0                      | 0                     |
| <b>Total Internal Revenues</b>          | <b>6,969</b>         | <b>41,257</b>        | <b>28,726</b>         | <b>28,366</b>             | <b>0</b>               | <b>0</b>              |
| <b>Beginning Fund Balance</b>           | <b>2,068,515</b>     | <b>2,617,736</b>     | <b>2,809,625</b>      | <b>2,598,505</b>          | <b>2,954,431</b>       | <b>2,954,431</b>      |
| <b>TOTAL RESOURCES</b>                  | <b>\$ 3,658,483</b>  | <b>\$ 4,360,037</b>  | <b>\$ 4,447,419</b>   | <b>\$ 4,351,491</b>       | <b>\$ 4,491,711</b>    | <b>\$ 4,491,711</b>   |
| <b>REQUIREMENTS</b>                     |                      |                      |                       |                           |                        |                       |
| <b>Bureau Expenses</b>                  |                      |                      |                       |                           |                        |                       |
| <b>External Materials and Service</b>   |                      |                      |                       |                           |                        |                       |
| Communications Services                 | 317,102              | 657,764              | 940,190               | 796,980                   | 1,005,780              | 1,005,780             |
| Printing & Distribution                 | 321                  | 304                  | 314                   | 0                         | 325                    | 325                   |
| Finance & Administration                | 0                    | 605                  | 0                     | 0                         | 0                      | 0                     |
| Golf Operating                          | 0                    | 1,250                | 1,663                 | 0                         | 2,111                  | 2,111                 |
| Neighborhood Involvement                | 17,255               | 0                    | 0                     | 0                         | 0                      | 0                     |
| Parks Bureau                            | 0                    | 0                    | 6,000                 | 0                         | 7,500                  | 7,500                 |
| Parks Construction                      | 688,736              | 1,098,130            | 607,766               | 600,080                   | 544,476                | 544,476               |
| Transportation                          | 0                    | 0                    | 15,000                | 0                         | 0                      | 0                     |
|   | 99                   | 0                    | 0                     | 0                         | 0                      | 0                     |
|   | 706,411              | 1,100,289            | 630,743               | 600,080                   | 554,412                | 554,412               |
| <b>Capital Outlay</b>                   | <b>17,230</b>        | <b>3,489</b>         | <b>20,000</b>         | <b>0</b>                  | <b>0</b>               | <b>0</b>              |
| <b>Total Bureau Expenses</b>            | <b>1,040,743</b>     | <b>1,761,542</b>     | <b>1,590,933</b>      | <b>1,397,060</b>          | <b>1,560,192</b>       | <b>1,560,192</b>      |
| <b>Fund Requirements</b>                |                      |                      |                       |                           |                        |                       |
| <b>General Operating Contingency</b>    |                      |                      |                       |                           |                        |                       |
| General Operating Contingency           | 0                    | 0                    | 2,830,919             | 0                         | 2,905,210              | 2,905,210             |
|   | 0                    | 0                    | 2,830,919             | 0                         | 2,905,210              | 2,905,210             |
| <b>Unappropriated Ending Balance</b>    |                      |                      |                       |                           |                        |                       |
| Unappropriated Ending Balance           | 2,617,740            | 2,598,495            | 25,567                | 2,954,431                 | 26,309                 | 26,309                |
|   | 2,617,740            | 2,598,495            | 25,567                | 2,954,431                 | 26,309                 | 26,309                |
| <b>Total Fund Requirements</b>          | <b>2,617,740</b>     | <b>2,598,495</b>     | <b>2,856,486</b>      | <b>2,954,431</b>          | <b>2,931,519</b>       | <b>2,931,519</b>      |
| <b>TOTAL REQUIREMENTS</b>               | <b>\$ 3,658,483</b>  | <b>\$ 4,360,037</b>  | <b>\$ 4,447,419</b>   | <b>\$ 4,351,491</b>       | <b>\$ 4,491,711</b>    | <b>\$ 4,491,711</b>   |

## LINE ITEM DETAIL – AU 450

|   | Actual<br>FY 1996–97 | Actual<br>FY 1997–98 | Revised<br>FY 1998–99 | Yr End Est.<br>FY 1998–99 | Approved<br>FY 1999–00 | Adopted<br>FY 1999–00 |
|---|----------------------|----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| <b>Materials and Services</b>               |                      |                      |                       |                           |                        |                       |
| <b>External Materials and Service</b>       |                      |                      |                       |                           |                        |                       |
| 521000 Professional Services                | 70,308               | 61,063               | 6,447                 | 0                         | 9,000                  | 9,000                 |
| 522000 Utilities                            | 2,639                | 2,545                | 2,200                 | 0                         | 2,500                  | 2,500                 |
| 523000 Equipment Rental                     | 0                    | 583                  | 0                     | 0                         | 9,000                  | 9,000                 |
| 524000 Repair & Maintenance Services        | 51,509               | 51,726               | 225,653               | 796,980                   | 215,000                | 215,000               |
| 528000 Local Match Payments                 | 110,095              | 233,457              | 223,000               | 0                         | 195,000                | 195,000               |
| 529000 Miscellaneous Services               | 47,956               | 88,459               | 32,000                | 0                         | 166,000                | 166,000               |
| 531000 Office Supplies                      | 383                  | 5,212                | 5,000                 | 0                         | 7,000                  | 7,000                 |
| 532000 Operating Supplies                   | 2,010                | 53,302               | 305,150               | 0                         | 140,000                | 140,000               |
| 533000 Repair & Maintenance Supplies        | 8,430                | 2,492                | 47,000                | 0                         | 53,000                 | 53,000                |
| 534000 Minor Equipment & Tools              | 3,200                | 30,330               | 1,000                 | 0                         | 34,800                 | 34,800                |
| 535000 Clothing & Uniforms                  | 0                    | 10,660               | 5,000                 | 0                         | 11,000                 | 11,000                |
| 539000 Other Commodities External           | 210                  | 76,580               | 21,600                | 0                         | 98,400                 | 98,400                |
| 541000 Education                            | 0                    | 3,769                | 5,000                 | 0                         | 10,000                 | 10,000                |
| 543000 Out-of-Town Travel                   | 0                    | 12,002               | 10,000                | 0                         | 15,000                 | 15,000                |
| 549000 Miscellaneous                        | 20,362               | 25,584               | 51,140                | 0                         | 40,080                 | 40,080                |
| <b>Total External Materials and Service</b> | <b>317,102</b>       | <b>657,764</b>       | <b>940,190</b>        | <b>796,980</b>            | <b>1,005,780</b>       | <b>1,005,780</b>      |
| <b>Internal Materials and Service</b>       |                      |                      |                       |                           |                        |                       |
| 552000 Printing & Distribution              | 0                    | 605                  | 0                     | 0                         | 0                      | 0                     |
| 554000 Communications Services              | 321                  | 304                  | 314                   | 0                         | 325                    | 325                   |
| 559000 Other Fund Services                  | 706,090              | 1,099,380            | 630,429               | 600,080                   | 554,087                | 554,087               |
| <b>Total Internal Materials and Service</b> | <b>706,411</b>       | <b>1,100,289</b>     | <b>630,743</b>        | <b>600,080</b>            | <b>554,412</b>         | <b>554,412</b>        |
| <b>Total Materials and Services</b>         | <b>1,023,513</b>     | <b>1,758,053</b>     | <b>1,570,933</b>      | <b>1,397,060</b>          | <b>1,560,192</b>       | <b>1,560,192</b>      |
| <b>Capital Outlay</b>                       |                      |                      |                       |                           |                        |                       |
| 561000 Land                                 | 0                    | 0                    | 20,000                | 0                         | 0                      | 0                     |
| 563000 Improvements                         | 17,230               | 3,489                | 0                     | 0                         | 0                      | 0                     |
| <b>Total Capital Outlay</b>                 | <b>17,230</b>        | <b>3,489</b>         | <b>20,000</b>         | <b>0</b>                  | <b>0</b>               | <b>0</b>              |
| <b>TOTAL BUREAU EXPENSES</b>                | <b>\$ 1,040,743</b>  | <b>\$ 1,761,542</b>  | <b>\$ 1,590,933</b>   | <b>\$ 1,397,060</b>       | <b>\$ 1,560,192</b>    | <b>\$ 1,560,192</b>   |

## FUND OVERVIEW

The Portland Parks Trust Fund, which consists of 15 separate funds, was established to receive donations from grants, neighborhood associations, foundations, Friends organizations, and others who designate funds to be applied to specific parks or projects. Trust fund expenditures are governed by a written set of guidelines that encourage leveraging trust fund expenditures as a match with other sources of support. Trust fund contributions are often one-time investments. They are also used to provide specific benefits to a particular park or constituency and generally benefit the overall growth and mission of the entire park system.

## FY 1999-00 Budget

The FY 1999-00 Portland Parks Trust Fund Adopted Budget includes \$100,000 support for sponsorships, \$50,000 for maintenance and property taxes of rental properties, and \$150,000 for projects from previously received donations. The Youth Trust fund is budgeted for \$207,643 to be used for recreation opportunities for low-income youth.

**Activities**

The Oaks Pioneer Church Trust includes \$20,910 for building and landscape maintenance. The Forest Park Trust is budgeted for \$20,000 for matching funds to use to leverage funds from outside organizations for acquisitions to the park. The Willamette Park Trust has \$39,000 budgeted for parking management services. The North Portland Trust fund has \$32,500 budgeted for North Portland priority recreation and activities in agreement with the local neighborhood and business community, with the funding coming from ticket surcharges at selected events at Portland International Raceway.

Activities in the other trust funds are at approximately the same level as in FY 1998-99, and include:

- ◆ \$277,685 for the Children's Museum Trust.
- ◆ \$1,400 for the F.L. Beach Rose Visibility Trust.
- ◆ \$6,000 for the Delta Park Trust.
- ◆ \$2,000 for the SP 4449 Trust.
- ◆ \$100,000 for the Columbia South Shore Trails Trust.
- ◆ \$800 for the Rose Garden Trust.
- ◆ \$410,274 for the Recreation Trust.
- ◆ \$22,000 for the Parks Operations Trust.
- ◆ \$500 for the Portland International Raceway Timing Tower Trust.

# Spectator Facilities Operating Fund – 160

## FUND SUMMARY

|                                       | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Yr End Est.<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---------------------------------------|----------------------|----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| <b>RESOURCES</b>                      |                      |                      |                       |                           |                        |                       |
| <b>External Revenues</b>              |                      |                      |                       |                           |                        |                       |
| <b>Service Charges and Fees</b>       |                      |                      |                       |                           |                        |                       |
| Miscellaneous                         | 3,345,296            | 3,415,422            | 3,245,295             | 2,158,421                 | 0                      | 0                     |
| Parking Fees                          | 1,602,440            | 1,398,112            | 1,252,440             | 998,602                   | 1,156,778              | 1,156,778             |
| Rents and Reimbursements              | 185,373              | 738,846              | 149,900               | 149,900                   | 2,873,902              | 2,873,902             |
|                                       | 5,133,109            | 5,552,380            | 4,647,635             | 3,306,923                 | 4,030,680              | 4,030,680             |
| <b>Miscellaneous Revenues</b>         |                      |                      |                       |                           |                        |                       |
| Bond and Note Sales                   | 37,956,939           | 0                    | 0                     | 0                         | 0                      | 0                     |
| Interest Earned                       | 372,281              | 423,159              | 330,896               | 330,896                   | 418,556                | 418,556               |
| Other Miscellaneous                   | 185,688              | 223,701              | 82,064                | 82,064                    | 79,620                 | 79,620                |
| Refunds                               | 48,937               | 8,259                | 0                     | 0                         | 0                      | 0                     |
|                                       | 38,563,845           | 655,119              | 412,960               | 412,960                   | 498,176                | 498,176               |
| <b>Total External Revenues</b>        | <b>43,696,954</b>    | <b>6,207,499</b>     | <b>5,060,595</b>      | <b>3,719,883</b>          | <b>4,528,856</b>       | <b>4,528,856</b>      |
| <b>Internal Revenues</b>              |                      |                      |                       |                           |                        |                       |
| <b>Other Cash Transfers</b>           |                      |                      |                       |                           |                        |                       |
| General Fund                          | 930,810              | 679,000              | 0                     | 200,000                   | 0                      | 0                     |
| Capital Improvement Fund              | 3,162,412            | 0                    | 0                     | 0                         | 0                      | 0                     |
|                                       | 4,093,222            | 679,000              | 0                     | 200,000                   | 0                      | 0                     |
| <b>Total Internal Revenues</b>        | <b>4,093,222</b>     | <b>679,000</b>       | <b>0</b>              | <b>200,000</b>            | <b>0</b>               | <b>0</b>              |
| <b>Beginning Fund Balance</b>         | <b>5,441,509</b>     | <b>5,965,040</b>     | <b>7,718,280</b>      | <b>7,718,280</b>          | <b>6,231,201</b>       | <b>6,231,201</b>      |
| <b>TOTAL RESOURCES</b>                | <b>\$ 53,231,685</b> | <b>\$ 12,851,539</b> | <b>\$ 12,778,875</b>  | <b>\$ 11,638,163</b>      | <b>\$ 10,760,057</b>   | <b>\$ 10,760,057</b>  |
| <b>REQUIREMENTS</b>                   |                      |                      |                       |                           |                        |                       |
| <b>Bureau Expenses</b>                |                      |                      |                       |                           |                        |                       |
| <b>External Materials and Service</b> |                      |                      |                       |                           |                        |                       |
| Communications Services               | 0                    | 0                    | 0                     | 200                       | 0                      | 0                     |
| Facilities Services                   | 3,855                | 1,184                | 5,953                 | 5,953                     | 6,219                  | 6,219                 |
| Fleet Services                        | 0                    | 0                    | 1,000                 | 1,000                     | 0                      | 0                     |
| Printing & Distribution               | 0                    | 0                    | 15,000                | 5,000                     | 0                      | 0                     |
| Finance & Administration              | 109,148              | 123,862              | 212,318               | 282,318                   | 364,775                | 364,775               |
|                                       | 113,003              | 125,046              | 234,271               | 294,471                   | 370,994                | 370,994               |
| <b>Capital Outlay</b>                 | <b>570,975</b>       | <b>660,196</b>       | <b>636,321</b>        | <b>415,812</b>            | <b>100,000</b>         | <b>100,000</b>        |
| <b>Total Bureau Expenses</b>          | <b>1,508,138</b>     | <b>1,172,872</b>     | <b>1,476,407</b>      | <b>1,673,028</b>          | <b>1,139,464</b>       | <b>1,139,464</b>      |
| <b>Fund Requirements</b>              |                      |                      |                       |                           |                        |                       |
| <b>General Operating Contingency</b>  |                      |                      |                       |                           |                        |                       |
| General Operating Contingency         | 0                    | 0                    | 7,963,489             | 0                         | 5,904,470              | 5,924,943             |
|                                       | 0                    | 0                    | 7,963,489             | 0                         | 5,904,470              | 5,924,943             |
| <b>General Fund Overhead</b>          | <b>158,467</b>       | <b>106,538</b>       | <b>125,706</b>        | <b>0</b>                  | <b>20,473</b>          | <b>0</b>              |
| <b>Fund Cash Transfers</b>            |                      |                      |                       |                           |                        |                       |
| Improvement Bond Int & Sinking        | 0                    | 0                    | 264,402               | 264,402                   | 264,558                | 264,558               |
| Intermediate Debt Fund                | 930,810              | 678,840              | 0                     | 0                         | 0                      | 0                     |
| Transportation Operating              | 0                    | 0                    | 266,287               | 266,287                   | 200,000                | 200,000               |
|                                       | 930,810              | 678,840              | 530,689               | 530,689                   | 464,558                | 464,558               |
| <b>Debt Retirement</b>                | <b>44,669,230</b>    | <b>3,175,007</b>     | <b>2,682,584</b>      | <b>3,203,245</b>          | <b>3,231,092</b>       | <b>3,231,092</b>      |
| <b>Unappropriated Ending Balance</b>  |                      |                      |                       |                           |                        |                       |
| Unappropriated Ending Balance         | 5,965,040            | 7,718,282            | 0                     | 6,231,201                 | 0                      | 0                     |
|                                       | 5,965,040            | 7,718,282            | 0                     | 6,231,201                 | 0                      | 0                     |
| <b>Total Fund Requirements</b>        | <b>51,723,547</b>    | <b>11,678,667</b>    | <b>11,302,468</b>     | <b>9,965,135</b>          | <b>9,620,593</b>       | <b>9,620,593</b>      |
| <b>TOTAL REQUIREMENTS</b>             | <b>\$ 53,231,685</b> | <b>\$ 12,851,539</b> | <b>\$ 12,778,875</b>  | <b>\$ 11,638,163</b>      | <b>\$ 10,760,057</b>   | <b>\$ 10,760,057</b>  |

## LINE ITEM DETAIL – AU 203

|   | Actual<br>FY 1996–97 | Actual<br>FY 1997–98 | Revised<br>FY 1998–99 | Yr End Est.<br>FY 1998–99 | Approved<br>FY 1999–00 | Adopted<br>FY 1999–00 |
|---|----------------------|----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| <b>Materials and Services</b>               |                      |                      |                       |                           |                        |                       |
| <b>External Materials and Service</b>       |                      |                      |                       |                           |                        |                       |
| 521000 Professional Services                | 508,686              | 361,420              | 453,815               | 707,587                   | 425,368                | 425,368               |
| 522000 Utilities                            | 0                    | 0                    | 0                     | 36,230                    | 36,774                 | 36,774                |
| 523000 Equipment Rental                     | 0                    | 0                    | 0                     | 100                       | 0                      | 0                     |
| 524000 Repair & Maintenance Services        | 0                    | 1,257                | 50,000                | 99,118                    | 100,324                | 100,324               |
| 525000 Non-Capital Improvement              | 0                    | 0                    | 100,000               | 50,000                    | 50,000                 | 50,000                |
| 529000 Miscellaneous Services               | 1,363                | 1,043                | 1,000                 | 54,620                    | 39,279                 | 39,279                |
| 531000 Office Supplies                      | 0                    | 0                    | 0                     | 524                       | 235                    | 235                   |
| 532000 Operating Supplies                   | 0                    | 0                    | 0                     | 10,201                    | 8,396                  | 8,396                 |
| 534000 Minor Equipment & Tools              | 3,068                | 4,011                | 0                     | 1,405                     | 0                      | 0                     |
| 535000 Clothing & Uniforms                  | 0                    | 0                    | 0                     | 738                       | 775                    | 775                   |
| 539000 Other Commodities External           | 0                    | 0                    | 0                     | 643                       | 465                    | 465                   |
| 546000 Refunds                              | 332                  | 17,756               | 0                     | 0                         | 0                      | 0                     |
| 549000 Miscellaneous                        | 310,711              | 2,143                | 1,000                 | 1,579                     | 6,854                  | 6,854                 |
| <b>Total External Materials and Service</b> | <b>824,160</b>       | <b>387,630</b>       | <b>605,815</b>        | <b>962,745</b>            | <b>668,470</b>         | <b>668,470</b>        |
| <b>Internal Materials and Service</b>       |                      |                      |                       |                           |                        |                       |
| 551000 Fleet Services                       | 0                    | 0                    | 1,000                 | 1,000                     | 0                      | 0                     |
| 552000 Printing & Distribution              | 0                    | 0                    | 15,000                | 5,000                     | 0                      | 0                     |
| 553000 Facilities Services                  | 3,855                | 1,184                | 5,953                 | 5,953                     | 6,219                  | 6,219                 |
| 554000 Communications Services              | 0                    | 0                    | 0                     | 200                       | 0                      | 0                     |
| 559000 Other Fund Services                  | 109,148              | 123,862              | 212,318               | 282,318                   | 364,775                | 364,775               |
| <b>Total Internal Materials and Service</b> | <b>113,003</b>       | <b>125,046</b>       | <b>234,271</b>        | <b>294,471</b>            | <b>370,994</b>         | <b>370,994</b>        |
| <b>Total Materials and Services</b>         | <b>937,163</b>       | <b>512,676</b>       | <b>840,086</b>        | <b>1,257,216</b>          | <b>1,039,464</b>       | <b>1,039,464</b>      |
| <b>Capital Outlay</b>                       |                      |                      |                       |                           |                        |                       |
| 563000 Improvements                         | 570,975              | 618,166              | 636,321               | 355,232                   | 100,000                | 100,000               |
| 564000 Capital Equipment                    | 0                    | 42,030               | 0                     | 60,580                    | 0                      | 0                     |
| <b>Total Capital Outlay</b>                 | <b>570,975</b>       | <b>660,196</b>       | <b>636,321</b>        | <b>415,812</b>            | <b>100,000</b>         | <b>100,000</b>        |
| <b>TOTAL BUREAU EXPENSES</b>                | <b>\$ 1,508,138</b>  | <b>\$ 1,172,872</b>  | <b>\$ 1,476,407</b>   | <b>\$ 1,673,028</b>       | <b>\$ 1,139,464</b>    | <b>\$ 1,139,464</b>   |

## FUND OVERVIEW

Fund  
Description

The Spectator Facilities Operating Fund is an enterprise fund within the Office of Finance and Administration which was established to budget, monitor, and account for resources and requirements for the Oregon Arena Project and other activities.

## Major Programs

The Fund is composed of three major program categories: parking operations, Memorial Coliseum, and other project activities. The Spectator Facilities Division within the Office of Finance and Administration oversees these programs.

## Program Activities

Major program activities include Arena Public Facilities' operations and maintenance, capital improvements, financial planning, contract administration, special projects, and liaison activities between the City and the Oregon Arena Corporation (OAC), other governmental agencies, and private citizens and groups.



**Fund Reserves**

The Spectator Facilities Operating Fund includes several specific reserves, including:

- ◆ Revenue Stabilization Account which is available for catastrophic events and for ordinary costs and expenses related to the Arena Public Facilities when ordinary resources are not sufficient to pay such costs and expenses, and if possible, for costs associated with calling bonds.
- ◆ Capital Improvement Reserve Account which is available to fund future capital outlay expenditures associated with the Arena Public Facilities. Deposits to the capital improvement reserve account are a requirement of the fund.
- ◆ General Account which is available to cover ordinary costs and expenses of the Arena Project operations in the event revenues received to date are insufficient to meet requirements to date.

**History**

In 1992, the City of Portland and the Oregon Arena Corporation (OAC) entered into the Development Agreement, and several other related agreements and leases for planning, developing, and managing the Oregon Arena Project, currently recognized as the Rose Quarter. The agreements concluded a process that brought to Portland an innovative public/private development and the largest public/private arrangement ever formed in Oregon.

*City project costs of \$44 million are recovered through user fees, parking revenues, and other project revenues.*

The Oregon Arena Project included construction of a state-of-the-art 20,000+ seat arena, an entertainment and office complex, a public plaza, and public and private garages, as well as improvements to the Memorial Coliseum and to the infrastructure. The City's aggregate cost for public improvements and other costs totaled \$44 million. The City recovers its investment in this project with user and suite fees, parking revenue, and other project-related revenues. OAC contributed approximately \$230 million toward the project.

**CHANGES FROM PRIOR YEAR****Accomplishments**

Two new projects have been undertaken by the Spectator Facilities Division.

**Parking Revenue System**

*An automated system will create efficiencies in garage operations.*

An electronic parking revenue control system has been implemented to monitor and verify parking usage in order to account for parking revenues in the public garages located at the Rose Quarter. This automated system will also provide information which will be used to create efficiencies in the operation of the garages. The system is composed of electronic revenue units and facility counters in the parking lanes. The data from the electronic units are uploaded and reconciled with the data from the facility counters.

**Electronic Message Signs**

*\$200,000 will fund two I-5 traffic management signs.*

The FY 1999-00 Adopted Budget includes a \$200,000 cash transfer to the Bureau of Traffic Management for two message sign installations on the I-5 off ramps to the Rose Quarter area. Adding these two signs will help the City to manage traffic during events at the Rose Quarter by providing real-time parking information and alternative parking choices to I-5 drivers.

**Change in Requirements**

There are significant changes in some fund expenditures.

*The General Fund has provided \$200,000 for Civic Stadium redevelopment.*

**Professional Services**

The Spectator Facilities Division is providing technical expertise and management services for the Civic Stadium redevelopment project. The City is currently in negotiations with a private entity to redevelop civic stadium. The General Fund has provided \$200,000 to the fund for professional services expenditures required for Civic Stadium. It is unknown at this time what additional General Fund support will be required for this activity.

**Project Oversight**

The FY 1999-00 budget reflects an increase in project oversight costs. This increase is related to adding one employee to manage the parking operations program and one employee to assist with other project-related program activities.

**Capital Requirements**

In addition, this budget reflects a change in capital outlay due to completion of two multi-year improvement projects for the Memorial Coliseum, the fascia project, and the safety restraint project.

**Change in Resources**

The FY 1999-00 budget reflects a slight increase in parking fees and user fees due to the return of a full season NBA schedule and the parking revenue system.

## Spectator Facilities Operating Fund – 160

## DEBT REDEMPTION SCHEDULE

| Bond Description   | Amount Issued | Fiscal Year | Principal  | Coupon | Interest  | Total P+I  |
|--|---------------|-------------|------------|--------|-----------|------------|
| Series 1996A<br>Limited Tax Revenue<br>7/15/1996<br>Due 6/1  | 11,565,000    | 1999/00     | 330,000    | 6.90%  | 808,885   | 1,138,885  |
|  |               | 2000/01     | 355,000    | 7.00%  | 786,115   | 1,141,115  |
|  |               | 2001/02     | 380,000    | 7.10%  | 761,265   | 1,141,265  |
|  |               | 2002/03     | 405,000    | 7.25%  | 734,285   | 1,139,285  |
|  |               | 2003/04     | 435,000    | 7.30%  | 704,923   | 1,139,923  |
|  |               | 2004/05     | 470,000    | 7.35%  | 673,168   | 1,143,168  |
|  |               | 2005/06     | 505,000    | 7.40%  | 638,623   | 1,143,623  |
|  |               | 2006/07     | 540,000    | 7.55%  | 601,253   | 1,141,253  |
|  |               | 2007/08     | 580,000    | 7.55%  | 560,483   | 1,140,483  |
|  |               | 2008/09     | 625,000    | 7.70%  | 516,693   | 1,141,693  |
|  |               | 2009/10     | 675,000    | 7.70%  | 468,568   | 1,143,568  |
|  |               | 2010/11     | 725,000    | 7.70%  | 416,593   | 1,141,593  |
|  |               | 2011/12     | 780,000    | 7.80%  | 360,768   | 1,140,768  |
|  |               | 2012/13     | 840,000    | 7.80%  | 299,928   | 1,139,928  |
|  |               | 2013/14     | 905,000    | 7.80%  | 234,408   | 1,139,408  |
|  |               | 2014/15     | 980,000    | 8.05%  | 163,818   | 1,143,818  |
|  |               | 2015/16     | 1,055,000  | 8.05%  | 84,928    | 1,139,928  |
|  |               | TOTAL       | 10,585,000 |        | 8,814,698 | 19,399,698 |
| Series 1996B<br>Lmt'd Tax Exempt Rev<br>7/15/1996<br>Due 6/1 | 2,920,000     | 1999/00     | 100,000    | 4.50%  | 139,345   | 239,345    |
|  |               | 2000/01     | 105,000    | 4.65%  | 134,845   | 239,845    |
|  |               | 2001/02     | 110,000    | 4.75%  | 129,963   | 239,963    |
|  |               | 2002/03     | 115,000    | 4.85%  | 124,738   | 239,738    |
|  |               | 2003/04     | 120,000    | 4.95%  | 119,160   | 239,160    |
|  |               | 2004/05     | 125,000    | 5.05%  | 113,220   | 238,220    |
|  |               | 2005/06     | 135,000    | 5.15%  | 106,908   | 241,908    |
|  |               | 2006/07     | 140,000    | 5.20%  | 99,955    | 239,955    |
|  |               | 2007/08     | 150,000    | 5.30%  | 92,675    | 242,675    |
|  |               | 2008/09     | 155,000    | 5.40%  | 84,725    | 239,725    |
|  |               | 2009/10     | 165,000    | 5.50%  | 76,355    | 241,355    |
|  |               | 2010/11     | 175,000    | 5.50%  | 67,280    | 242,280    |
|  |               | 2011/12     | 185,000    | 5.50%  | 57,655    | 242,655    |
|  |               | 2012/13     | 195,000    | 5.60%  | 47,480    | 242,480    |
|  |               | 2013/14     | 205,000    | 5.60%  | 36,560    | 241,560    |
|  |               | 2014/15     | 215,000    | 5.70%  | 25,080    | 240,080    |
|  |               | 2015/16     | 225,000    | 5.70%  | 12,825    | 237,825    |
|  |               | TOTAL       | 2,620,000  |        | 1,468,768 | 4,088,768  |
| Series 1996<br>Limited Tax<br>8/1/1996<br>Due 6/1            | 10,295,000    | 1999/00     | 300,000    | 6.60%  | 688,498   | 988,498    |
|  |               | 2000/01     | 325,000    | 6.70%  | 668,698   | 993,698    |
|  |               | 2001/02     | 345,000    | 6.80%  | 646,923   | 991,923    |
|  |               | 2002/03     | 370,000    | 6.90%  | 623,463   | 993,463    |
|  |               | 2003/04     | 395,000    | 7.00%  | 597,933   | 992,933    |
|  |               | 2004/05     | 420,000    | 7.05%  | 570,283   | 990,283    |
|  |               | 2005/06     | 450,000    | 7.10%  | 540,673   | 990,673    |
|  |               | 2006/07     | 480,000    | 7.15%  | 508,723   | 988,723    |
|  |               | 2007/08     | 515,000    | 7.15%  | 474,403   | 989,403    |
|  |               | 2008/09     | 555,000    | 7.20%  | 437,580   | 992,580    |
|  |               | 2009/10     | 595,000    | 7.25%  | 397,620   | 992,620    |
|  |               | 2010/11     | 635,000    | 7.30%  | 354,483   | 989,483    |
|  |               | 2011/12     | 685,000    | 7.70%  | 308,128   | 993,128    |
|  |               | 2012/13     | 735,000    | 7.70%  | 255,383   | 990,383    |
|  |               | 2013/14     | 790,000    | 7.50%  | 198,788   | 988,788    |
|  |               | 2014/15     | 855,000    | 7.50%  | 137,563   | 992,563    |
|  |               | 2015/16     | 920,000    | 7.50%  | 71,300    | 991,300    |
|  |               | TOTAL       | 9,370,000  |        | 7,480,435 | 16,850,435 |
| Series 1996A<br>Arena Gas Tax<br>9/1/1996<br>Due 6/1         | 12,818,102    | 1999/00     | 35,000     | 4.65%  | 275,983   | 310,983    |
|  |               | 2000/01     | 115,000    | 4.75%  | 274,355   | 389,355    |
|  |               | 2001/02     | 210,000    | 4.85%  | 268,893   | 478,893    |
|  |               | 2002/03     | 310,000    | 4.95%  | 258,708   | 568,708    |
|  |               | 2003/04     | 420,000    | 5.05%  | 243,363   | 663,363    |
|  |               | 2004/05     | 545,000    | 5.15%  | 222,153   | 767,153    |
|  |               | 2005/06     | 670,000    | 5.25%  | 194,085   | 864,085    |

## Spectator Facilities Operating Fund – 150

## DEBT REDEMPTION SCHEDULE

| Bond Description        | Amount<br>Issued | Fiscal Year | Principal     | Coupon | Interest      | Total P+I     |
|-------------------------|------------------|-------------|---------------|--------|---------------|---------------|
|                         |                  | 2006/07     | 815,000       | 5.35%  | 158,910       | 973,910       |
|                         |                  | 2007/08     | 965,000       | 5.45%  | 115,308       | 1,080,308     |
|                         |                  | 2008/09     | 1,130,000     | 5.50%  | 62,715        | 1,192,715     |
|                         |                  | 2009/10     | 581,247       | 6.00%  | 723,753       | 1,305,000     |
|                         |                  | 2010/11     | 594,011       | 6.50%  | 830,989       | 1,425,000     |
|                         |                  | 2011/12     | 604,128       | 6.10%  | 945,872       | 1,550,000     |
|                         |                  | 2012/13     | 611,638       | 6.15%  | 1,068,362     | 1,680,000     |
|                         |                  | 2013/14     | 621,946       | 6.15%  | 1,193,054     | 1,815,000     |
|                         |                  | 2014/15     | 399,525       | 6.20%  | 850,475       | 1,250,000     |
|                         |                  | 2015/16     | 422,469       | 6.20%  | 982,531       | 1,405,000     |
|                         |                  | 2016/17     | 1,097,835     | 6.25%  | 2,822,165     | 3,920,000     |
|                         |                  | 2017/18     | 1,074,427     | 6.25%  | 3,005,573     | 4,080,000     |
|                         |                  | 2018/19     | 1,038,418     | 6.30%  | 3,201,582     | 4,240,000     |
|                         |                  | 2019/20     | 392,457       | 6.30%  | 1,312,543     | 1,705,000     |
|                         |                  | TOTAL       | 12,653,102    |        | 19,011,368    | 31,664,470    |
| COMBINED DEBT SERVICE   | 37,598,102       | 1999/00     | 765,000       |        | 1,912,710     | 2,677,710     |
|                         |                  | 2000/01     | 900,000       |        | 1,864,013     | 2,764,013     |
|                         |                  | 2001/02     | 1,045,000     |        | 1,807,043     | 2,852,043     |
|                         |                  | 2002/03     | 1,200,000     |        | 1,741,193     | 2,941,193     |
|                         |                  | 2003/04     | 1,370,000     |        | 1,665,378     | 3,035,378     |
|                         |                  | 2004/05     | 1,560,000     |        | 1,578,823     | 3,138,823     |
|                         |                  | 2005/06     | 1,760,000     |        | 1,480,288     | 3,240,288     |
|                         |                  | 2006/07     | 1,975,000     |        | 1,368,840     | 3,343,840     |
|                         |                  | 2007/08     | 2,210,000     |        | 1,242,868     | 3,452,868     |
|                         |                  | 2008/09     | 2,465,000     |        | 1,101,713     | 3,566,713     |
|                         |                  | 2009/10     | 2,016,247     |        | 1,666,296     | 3,682,543     |
|                         |                  | 2010/11     | 2,129,011     |        | 1,669,344     | 3,798,355     |
|                         |                  | 2011/12     | 2,254,128     |        | 1,672,422     | 3,926,550     |
|                         |                  | 2012/13     | 2,381,638     |        | 1,671,152     | 4,052,790     |
|                         |                  | 2013/14     | 2,521,946     |        | 1,662,809     | 4,184,755     |
|                         |                  | 2014/15     | 2,449,525     |        | 1,176,935     | 3,626,460     |
|                         |                  | 2015/16     | 2,622,469     |        | 1,151,583     | 3,774,053     |
|                         |                  | 2016/17     | 1,097,835     |        | 2,822,165     | 3,920,000     |
|                         |                  | 2017/18     | 1,074,427     |        | 3,005,573     | 4,080,000     |
|                         |                  | 2018/19     | 1,038,418     |        | 3,201,582     | 4,240,000     |
|                         |                  | 2019/20     | 392,457       |        | 1,312,543     | 1,705,000     |
| TOTAL FUND DEBT SERVICE |                  |             | \$ 35,228,102 |        | \$ 36,775,268 | \$ 72,003,370 |

# Table of Contents

## Public Utilities

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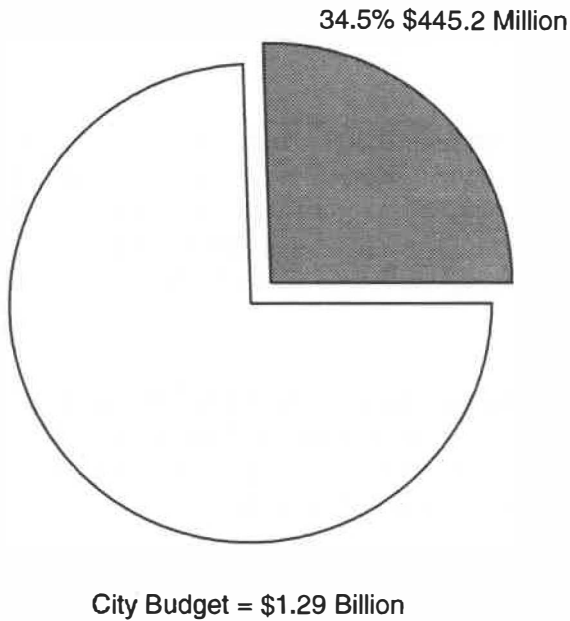


# Public Utilities

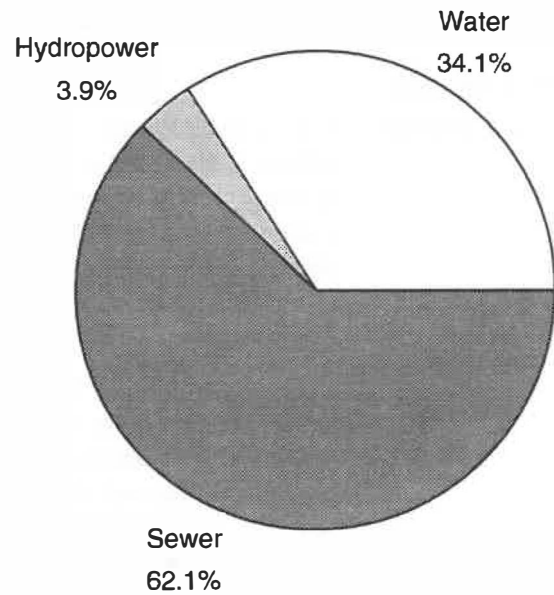
Bureau of Environmental Services

Bureau of Water Works

Percent of City Budget



Bureau Pie Chart



## Service Area Overview

| Expenditures in Millions                  | Revised<br>FY 1998-99 | Adopted<br>FY 1999-00 | Change from<br>Prior Year | Per Capita<br>Change |
|---|-----------------------|-----------------------|---------------------------|----------------------|
| Operating                                 | 126,512,927           | 128,823,020           | 2,310,093                 | -2.5%                |
| Capital                                   | 135,884,368           | 124,555,671           | (11,328,697)              | -12.2%               |
| Allocated City Overhead Costs             | 4,562,407             | 5,173,897             | 611,490                   | 8.6%                 |
| <b>Total Cost with Allocated Overhead</b> | <b>\$ 266,959,702</b> | <b>\$ 258,552,588</b> | <b>\$ (8,407,114)</b>     | <b>-7.3%</b>         |
| Authorized Full-Time Positions            | 979                   | 987                   | 8                         | -3.5%                |

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

# Service Area Highlights

## DESCRIPTION

The Public Utilities Service Area includes utility services provided by the City. These services include water and sewer service, and stormwater management functions. In addition, this service area includes administration of the Solid Waste Collection and Recycling Program, which is operated by private companies under franchise and permit systems for residential and commercial service, respectively.

## MAJOR THEMES

### Utility Rate Increases

The Adopted Budget for FY 1999-00 includes an average effective rate increase for water service of about 4.4 percent. The average single family sewer rate increase is anticipated to be 9.4 percent. The sewer rate increases, unlike those for water, do not include provision for system development charge exemptions for affordable housing development. Solid waste collection and recycling rates will increase slightly effective July 1999.

### Bureau of Water Works

#### The Budget

The Bureau of Water Works' (the Water Bureau) Adopted Budget is \$80.0 million. This budget consists of an operating budget of \$52.7 million and a capital budget of \$27.3 million. The operating budget increased about \$2.1 million over the FY 1998-99 Revised Budget, but the capital budget decreased more than \$2.3 million.

#### Decision Packages

The five Water Bureau decision packages that have been approved include an addition of seven positions. The packages include funding for call center technology enhancements, conservation enhancements, staffing for wellfield maintenance and future aquifer storage and recovery, main flushing, and a new laboratory information management system. The cost of these decision packages in FY 1999-00 is about \$836,000.

#### Bond Credit Rating

The Water Bureau continues to be assigned an Aa1 revenue bond credit rating from Moody's Investor's Service. This rating, which is the highest achievable, is only held by six water utilities nationally.

### Bureau of Environmental Services

#### Position Changes

The Adopted Budget for the Bureau of Environmental Services (BES) includes the elimination of 15 operating positions and the creation of 12 new operating positions. Six of the new positions are to accomplish new work, and three will support the Endangered Species Act programs.



### **Budget Changes**

There are operating budget increases of \$1.2 million to remove and dispose of biosolids associated with sludge lagoon renovation, \$489,000 for additional retirement obligations, \$200,000 for increased maintenance, and \$190,000 for additional GIS support. Offsetting these increases are reductions of \$500,000 for professional services, \$300,000 for utilities, \$250,000 for minor equipment, and \$200,000 for operating supply contracts.

### **Combined Sewer Overflow Program**

The Combined Sewer Overflow Program will continue to be the largest capital program, with surface water management, treatment, and maintenance and reliability being other significant areas of capital spending.

### **Solid Waste Collection and Recycling Program**

The Solid Waste Collection and Recycling Program anticipates the implementation of a commingled curbside recycling system to achieve increased recycling and to help lower recycling collection costs.



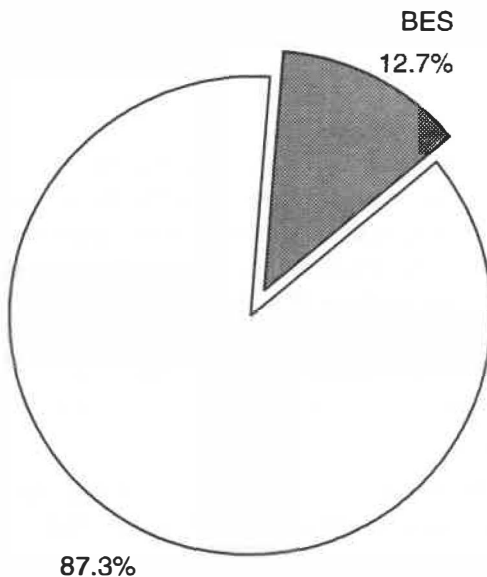
# Bureau of Environmental Services

Public Utilities Service Area

Dan Saltzman, Commissioner-in-Charge

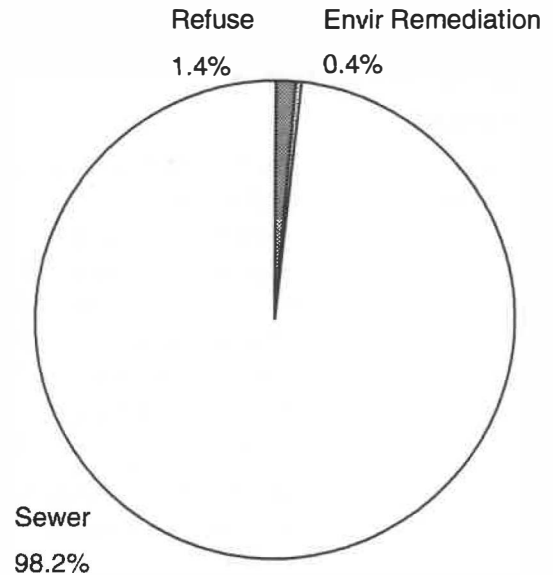
Dean Marriott, Director

Percent of City Budget



City Budget = \$1.29 Billion

Bureau Divisions



Bureau Overview

| Expenditures in Millions                  | Revised<br>FY 1998-99 | Adopted<br>FY 1999-00 | Change from<br>Prior Year | Per Capita<br>Change |
|---|-----------------------|-----------------------|---------------------------|----------------------|
| Operating                                 | 67,847,523            | 66,715,838            | (1,131,685)               | -5.9%                |
| Capital                                   | 106,027,078           | 97,280,671            | (8,746,407)               | -12.2%               |
| Allocated City Overhead Costs             | 2,944,578             | 3,273,161             | 328,583                   | 6.4%                 |
| <b>Total Cost with Allocated Overhead</b> | <b>\$ 176,819,179</b> | <b>\$ 167,269,670</b> | <b>\$ (9,549,509)</b>     | <b>-9.4%</b>         |
| Authorized Full-Time Positions            | 452                   | 452                   | 0                         | -4.3%                |

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

## Bureau Summary

### BUREAU MISSION

The Bureau of Environmental Services serves the Portland community by protecting public health, water quality, and the environment.

We protect the quality of surface and ground waters and conduct activities that promote healthy ecosystems in our watersheds.

We provide sewage and stormwater collection and treatment services to accommodate Portland's current and future needs.

We promote solid waste reduction and manage the recycling and solid waste collection programs of the City.

### BUREAU HIGHLIGHTS

#### Sewer Funding

*Average residential sewer rates will increase 9.4%.*

The FY 1999-00 Adopted Budget requires an increase in the average residential sewer bill of 9.4%, which is 0.2% higher than the 9.2% rate increase forecast within the bureau's FY 1999-04 financial plan. The higher rate of increase is the result of unanticipated financial requirements, such as the Endangered Species Act (ESA) compliance requirements, increased retirement obligations, and larger than anticipated reductions in billed sewer volumes, particularly among commercial and industrial customers. These reductions reflect water conservation by these customers and the anticipated closure of a local brewery, one of the bureau's largest customers. Forecast average sewer usage has been reduced by 15% for commercial accounts and 2.5% for residential accounts.

The FY 1999-00 Adopted Budget reflects bureau efforts to diversify its revenue base and to mitigate rate increases. Included are forecast increases in industrial waste permit fees (\$300,000).

#### Sewer Requirements

*Environmental Services is coordinating the City's response to the Endangered Species Act fish listings.*

#### Endangered Species Act

The FY 1999-00 Adopted Budget includes \$1.5 million in funding for the City's response to the ESA listing of certain fish runs as threatened. Funding by the General Fund and other bureau agreements will provide reimbursement for work performed on behalf of other City bureaus; the net funding requirement for BES will be \$580,000.

#### Combined Sewer Overflow (CSO)

*Significant capital expenditures are planned to address the combined sewer overflow requirements and watershed needs.*

The majority of planned capital expenditures continue to be in the CSO Program, with lesser amounts planned for maintenance and reliability, surface water management, and treatment plant capital improvements. Several stormwater quality projects along the Columbia Slough will reduce pollutants entering through existing storm drainage systems. Pre-design activity will continue for the Johnson Creek watershed, which will lead to specific capital projects for dealing with water quality and flooding issues.

**Refuse Disposal**

During 1998, City Council directed BES to assume responsibility for the City Trash Can Program from the Bureau of Maintenance. Funds from the commercial tonnage fee, currently at \$2.80 per ton, will pay for the \$270,000 program and will provide for the collection of over 600 public trash cans with collection frequency ranging from two to six times a week.

## General Description

### BUREAU OVERVIEW

#### Organizational Description

The Bureau of Environmental Services is comprised of three divisions: the Sanitary Sewer and Stormwater Division, the Refuse Disposal Division, and the Environmental Remediation Division. For more information about the divisions, see the divisions overview sections of this budget.

### MAJOR ISSUES

#### Environmental Issues

Increased awareness and concern about the environment have led to increased regulatory requirements that affect BES and the City as a whole. The following two issues are examples of major issues facing the bureau in terms of roles and responsibilities, operational and infrastructure needs, and financial resources that may be required. In both cases, the full impact on future budgets is not yet known because the associated bureau resources needed to accomplish program objectives are not yet identifiable.

#### Endangered Species Act

On March 13, 1998 the National Marine Fisheries Service (NMFS) listed the Lower Columbia Steelhead as a threatened species under the Endangered Species Act (ESA). The City is beginning to evaluate how to modify practices for steelhead protection.

*The total requirements and financial obligations associated with the ESA are not yet known.*

Because this is the first time a fish has been listed in an urban area, it is unclear what the exact requirements and associated financial obligations will be from the listing of the steelhead. There are some clear areas that will be affected within the scope of the bureau. At a minimum there will be costs associated with more complicated permitting issues. At a maximum there will be additional costs from new facilities and revised operating procedures that will help address those water quality and habitat issues within the bureau's charge. BES is coordinating the overall City response to the ESA listing and work to achieve compliance with the Act's requirements. This coordination is in addition to the work to be performed directly by BES. Each bureau is funding its share of the work to accomplish the City's ESA objectives.

#### Portland Harbor Sediments

Under the federal National Priorities Listing process, the Environmental Protection Agency (EPA) will evaluate whether the Willamette River Portland Harbor site qualifies under the Hazard Ranking System for listing as a Superfund site. The site is approximately six river miles in length, extending from the Multnomah Channel to the Swan Island industrial area, all within the corporate boundaries of the City of Portland.

*The EPA will evaluate if the Willamette River Portland Harbor will be listed as a Superfund site.*

The State Department of Environmental Quality (DEQ) is working with a group of public agencies and private landowners to present the principles of an agreement under which the continued investigation and cleanup of the Portland Harbor would be conducted through DEQ's Voluntary Cleanup Program. EPA has agreed to delay any decision regarding listing Portland Harbor until the DEQ has presented its position.

The City's potential contribution of contaminants is associated with stormwater discharges to the river. Taking into account what currently is known about the discharges from industries in the Portland Harbor, at this time it does not appear that the City's potential contribution to contaminants in sediments is large in relation to the potential contributions of other sources. The total costs associated with the cleanup, if any, are unknown and, as such, the City cannot predict the financial impact on the sewer system, if any.

## RECENT TRENDS

There are several programs and requirements that significantly affect the bureau's operations and spending. The following items are continuing and new trends that have a major impact on the bureau's financial requirements and resource needs.

### Continuing Trends

#### Combined Sewer Overflow

The City is subject to three administrative orders issued by the Environmental Quality Commission relating to overflows from the combined sewer portion of the collection system. The City has agreed to eliminate discharges that violate applicable water quality standards by December 1, 2011. The estimated capital costs over the life of the project are approximately \$1 billion. This program's requirements mean that BES will have substantial ongoing capital expenditures, which in turn will continue to lead to relatively large rate increases until program completion.

#### National Pollutant Discharge Elimination System (NPDES) Stormwater Permit

The City is obligated to meet the terms of the NPDES stormwater permit through a combination of best management practices and water quality facilities. The operating cost impact of these requirements, distributed across the bureau and other City programs, exceeds \$500,000 per year and is expected to increase in future years. Capital cost impacts are approximately \$5 million over the next five years. These capital and operating costs result from the continuing trend of regulatory requirements and the need for protection of the environment from stormwater discharges into waterways.

#### Bond Covenants

The City has covenanted with bondholders to operate the system in a safe, sound, efficient, and economic manner, and to "cause the System to be maintained, preserved, reconstructed, expanded and kept, with all appurtenances and every part thereof, in good repair, working order and condition."

### New Trends

#### Economic

Increased sewer rates have provided customers with increased incentives to conserve water. Escalating rates have also encouraged commercial and industrial customers to alter their processes in ways which reduce sewer usage. Revenues for the current fiscal year reflect these customer conservation efforts, and the bureau expects this trend to continue.

## CHANGES FROM PRIOR YEAR

### Budget Changes

The Bureau of Environmental Services Adopted Budget for FY 1999-00 is nearly 6% lower than in FY 1998-99. The primary factor in the reduction is the capital program. The operating portion of the budget increased 2.6% primarily because of retirement obligations and the Endangered Species Act program. If these requirements were not included in the budget, the operating budget would have decreased 5.6%.

### Requirements

Increases in operating requirements include \$200,000 for increased maintenance services to the City's stormwater drainage system, \$489,000 for one-time additional retirement obligations, \$1.2 million for increased biosolids disposal costs associated with renovation of the sludge lagoon, and \$190,000 for additional GIS support.

### Other Budget Changes

Other budget reductions include professional services (-\$500,000), treatment operating supply contracts (-\$200,000), utilities (-\$300,000), and minor equipment (-\$250,000), which reflect less reliance on outside contracting and continued cost control in keeping with the bureau's commitment to minimize rate increases.

### Position Changes

*The bureau has a total of 452 positions.*

The budget proposes the elimination of 16 operating positions and proposes the creation of 12 new operating positions: six are conversion of existing part time or limited term positions to full time, reflecting ongoing work, and six are to accomplish new work. Three of these will support Endangered Species Act programs, two will support enhanced GIS work, and one is a new bureau contract manager to oversee professional services contracting activity. The budget also proposes three new positions in support of the bureau's capital program. Total positions equal 452, including 10 for the Refuse Disposal group.



## Strategic Direction

### VISION AND VALUES

#### Bureau Values

The employees of the Bureau of Environmental Services

- ◆ Value Portland's natural environment;
- ◆ Practice environmental sustainability in their work;
- ◆ Promote environmental equity;
- ◆ Are proud of their work and accountable for their actions;
- ◆ Respect and honor the diversity and contributions of the bureau's co-workers;
- ◆ Help and encourage each other to succeed individually and as part of a team;
- ◆ Explore both traditional and innovative ways to achieve intended results;
- ◆ Provide responsive, cost effective and reliable services to their customers;
- ◆ Value and promote the equitable development and use of historically underutilized businesses.;
- ◆ Work in partnership with the community; and
- ◆ Promote a safe and healthy workplace.

#### Vision

The Bureau of Environmental Services protects Portland's environment and supports a healthy economy by providing excellent service, being cost effective, and demonstrating environmental leadership.

For the next five years, the bureau will focus on a set of goals and objectives to help accomplish the bureau vision. The following goals address three critical elements: excellent service, cost effectiveness and environmental leadership. These elements will be adequately funded and fully coordinated, and the bureau will measure its progress in achieving each goal.

### MANAGEMENT GOALS & OBJECTIVES

#### Long-Term Goals

##### Dedicated to Excellent Service

**Operation and Maintenance Goal:** Operate and maintain Portland's municipal sewage, stormwater and other watershed facilities in a manner that delivers reliable and efficient services.

**Watershed Management Goal:** Ensure that City watersheds provide healthy urban ecosystems.

**Solid Waste Goal:** Continue high quality and cost effective solid waste and recycling service with the lowest per capita volume of collected solid waste compared to other urban areas of the United States.

**Employee and Stakeholder Involvement Goal:** Actively engage employees, labor leadership, and other stakeholders in bureau decisions, projects and activities.

### **Striving for Cost Effectiveness**

**Cost Effectiveness Work Goal:** Develop and deliver bureau programs and service costs that are comparable to those of other municipalities and privately operated systems that provide a similar level of service.

**Revenue and Rate Goal:** Maintain adequate funding for bureau services with customer supported rates and charges.

**Financial Planning and Budgeting Goal:** Develop a financial planning process that provides a table forecast of financial needs and budget process that ensures funded activities conform to the bureau's strategic plan.

### **Providing Environmental Leadership**

**Regulatory and Policy Goal:** Successfully demonstrate leadership that results in cost effective policy, programs, and regulations to protect and enhance Portland's natural environment with measurable results.

**Partnership Development Goal:** Create and maintain partnerships with citizens, businesses and other agencies to achieve environmental goals and optimize use of resources and accomplish outcomes.

### **Management Objectives for FY 1999-00 Related to the Goal of Excellent Service**

The bureau is dedicated to excellent service. Excellent service means delivering the level and quality of service desired by customers in a cost effective manner. The following four excellent service components are essential to this strategic plan.

#### **Operations and Maintenance Goal**

Operate and maintain Portland's municipal sewage, stormwater and other watershed facilities in a manner that delivers effective, reliable and efficient services.

**Operation and Maintenance Objective One:** Review and revise the City standards for maintaining Environmental Services sewer, stormwater, and watershed infrastructure and clarify the roles and responsibilities within the bureau (and other bureaus) for providing such services.

**Operation and Maintenance Objective Two:** Operate and maintain the sewer, stormwater, and watershed facilities with the following results:

1. Provide wastewater treatment operation and maintenance that meets City service standards at a value that equals or exceeds that of other municipalities and private operators providing an equivalent level of service.
2. Operate and maintain the sewer collection system, the stormwater system, and provide maintenance of other watershed systems in a manner that meets established standards at a value that equals or exceeds that of other municipalities and private operators providing an equivalent level of service.
3. Establish and achieve goals for reducing sewer backups, overflows, and street failures caused by sewer system failures.
4. Implement a capital program that accomplishes the necessary rehabilitation and replacement work to meet established standards for sewer and stormwater and other watershed services.

**Watershed Management Goal**

Ensure that City watersheds provide healthy urban ecosystems.

***Watershed Objective One:*** Develop standards, schedules, environmental and infrastructure objectives for preparing integrated watershed plans.

***Watershed Objective Two:*** Complete and adopt a watershed alternative to the Combined Sewer Overflow facilities plan that integrates the regulatory requirements, environmental objectives, activities and infrastructure needs of the City.

**Solid Waste Goal**

Continue high quality and cost effective solid waste and recycling service with the lowest per capita quantity of collected solid waste compared to other urban areas of the United States.

***Solid Waste Objective:*** Prepare a five year plan for cost effective reduction of the tonnage of solid waste collected in Portland and disposed of in landfills. This plan will incorporate waste prevention, reduction and recycling.

**Employee and Stakeholder Involvement Goal**

Actively involve employees and stakeholders in bureau decisions, projects and activities.

***Employee and Stakeholder Involvement Objective One:*** The bureau will increase empowerment of employees through:

- ◆ Further development of work teams and team skills.
- ◆ Clarification of internal and external customers
- ◆ Involvement in goal setting and work planning.
- ◆ Enhanced technical education, training, and career path development.

***Employee and Stakeholder Involvement Objective Two:*** The bureau will develop procedures to ensure stakeholders:

- ◆ Consistently receive communications that support their participation in bureau activities and demonstrate bureau credibility and accountability.
- ◆ Are provided a range of opportunities to share their values, concerns, issues and information so that they can be appropriately incorporated into decisions, project and other activities of the bureau.

**Management Objectives for FY 1999-00 Related to the Goal of Cost Effectiveness**

Cost effectiveness means delivering the level of service desired by bureau customers in the least costly manner. It is accomplished with a cost effective attitude, appropriate revenue sources, service rates, and an appropriate financial planning, budgeting, and implementation process.

**Cost Effectiveness Work Goal**

Develop and implement bureau programs and service costs that are comparable to those of other municipalities and privately operated systems that provide a similar level of service.

***Cost Effective Work Objective One:*** Environmental Services will revise standards and performance measures to better enable employees to measure and monitor the efficiency, effectiveness, and cost of all bureau programs and services. Identify which of those services are 'core' to the bureau's mission.

***Cost Effective Work Objective Two:*** The bureau will enhance training to provide and promote the means for all employees to improve their professional and project management skills, effectiveness, and efficiency.

#### **Revenue and Rate Goal**

Maintain adequate funding for bureau services with customer supported rates and charges.

***Revenue and Rate Objective One:*** Environmental Services will strive to ensure any rate increase is equal to or less than the rate forecast within the approved five year financial plan.

***Revenue and Rate Objective Two:*** Prepare and adopt a revenue and rate plan that will adequately fund bureau services, receive stakeholder review and have stakeholder support.

#### **Financial Planning and Budgeting Goal**

Develop a financial planning process that provides a stable forecast of financial needs and a budget process that ensures funded activities conform to the strategic plan.

#### **Management Objectives for FY 1999-00 Related to the Goal of Environmental Leadership**

Environmental leadership is achieved by promoting and participating in actions that cause positive change in meeting environmental goals. Actions include proactively creating and influencing environmental policy and law, working constructively to avoid or resolve disputes, testing innovative solutions, being a good steward of our land and watersheds, and financially supporting these efforts.

#### **Regulatory and Policy Goal**

Successfully demonstrate leadership that results in cost effective policy, programs and regulations to protect and enhance Portland's natural environment with measurable benefits.

***Regulatory and Policy Objective:*** Exercise environmental leadership in national, State, and regional environmental issues by:

Using innovative management approaches and technologies,

Renegotiating selective mandates and orders to decrease costs and increase environmental benefits, influencing the passage of laws and regulations to protect water quality in our rivers and streams, promote cost effective sewer, stormwater and solid waste systems that balance the environmental and economic concerns,

Working with regulators to implement measures that meet multiple objectives and mandates.

#### **Partnership Development Goal**

Create and maintain partnerships to achieve environmental goals and optimize use of resources and accomplish outcomes.

**Partnership Development Objective One:** Prepare and adopt a bureau policy that promotes pollution prevention partnerships within and outside the bureau through appropriate environmental education, incentives, and requirements.

**Partnership Development Objective Two:** Environmental Services will be a major participant in the development of a Willamette Basin-wide partnership to address Willamette River Watershed issues identified by the Governor's Willamette Basin Task Force and continue to support and participate in watershed council activities in the Metropolitan region.

**Partnership Development Objective Three:** Participate in existing partnerships such as those established with Metro, Watershed Councils, Association of Clean Water Agencies, and private industries and establish other processes as needed for partnering with other City bureaus and public agencies on shared or competing environmental interests.

## MAJOR INITIATIVES

### CSO

*The CSO Program is scheduled for completion by 2011.*

The City has been working since the late 1980's to reduce the amount of combined sewer overflows (CSOs) that enter the Willamette River and the Columbia Slough. The cost of completing all this work is \$700 million (1993 dollars) and is currently on schedule for completion by 2011.

### Integrated Watershed Plan

*The long-range needs of multiple watersheds will be addressed in the context of multiple environmental and community objectives.*

As part of the refinement of the Willamette CSO projects, the City has been working with a 23 member task force to ensure that ratepayers and river users' values are reflected in the final control plan. The City received early feedback from the task force that they were interested in the City achieving other environmental and community benefits with the money spent on CSO rather than have the City focus solely on reduction of bacteria associated with CSOs in the Willamette River. As a result, the City began in June 1998 developing an integrated watershed plan.

#### Purpose

The City has numerous obligations and objectives to meet under different regulatory frameworks. The integrated watershed plan (IWP) provides a vehicle for the City to diverge from the current practice of addressing each problem in a watershed in isolation. Instead the plan allows the City to identify all the needs throughout all the watersheds within the City's jurisdiction over the next 20 years and to develop a plan that addresses multiple objectives and provides multiple environmental and community benefits. This integrated approach allows the City to

- ◆ Prioritize its investments in the watersheds and infrastructure to achieve earliest and best results.
- ◆ Leverage its resources to achieve multiple objectives and regulatory requirements.
- ◆ Implement, monitor and adjust projects to ensure that the bureau is getting maximum results.

This type of approach will allow the bureau to more cost effectively accomplish its numerous objectives under the Clean Water Act, Endangered Species Act and other regulatory requirements in a more coordinated and comprehensive manner. In addition, it is intended to be adaptive, allowing for changes in the plan over time to ensure that goals are being met.

### **Endangered Species Act**

In March 1998, the National Marine Fisheries Service (NMFS) listed Columbia River steelhead trout as a threatened species under the federal Endangered Species Act (ESA). In March 1999, NMFS added Chinook salmon to the threatened species list. The listing means the City of Portland must take steps to protect salmon and steelhead.

The City is working with NMFS to develop a program to help restore salmon and steelhead habitat. The first step is assessing all City programs to determine what impact, if any, each program has on salmon and steelhead habitat. The listing could affect programs in all City bureaus.

Environmental Services has been assigned responsibility for leading the City's efforts in responding to the ESA. Within its own portfolio of services, the bureau will assess everything from the quality of treatment plant effluent to sewer pipe maintenance in riparian areas. A steering committee has been created to coordinate work of all bureaus in the City.

## **COUNCIL PRIORITIES**

### **Council Issues and Priorities**

#### **Revenue Enhancements**

The bureau has been directed by City Council to research changes in rate structures and potential revenue sources as a way to contain rate increases. There are several areas of discussion: industrial waste permitting fees, extra strength sanitary charges, and stormwater charges. Fee-for-services would shift the burden of cost to those industries or customers who use the services thus lowering the revenue requirement from sanitary sewer and stormwater user rates.

#### **Build a Livable City Through Good Planning and Well-Managed Growth**

The bureau continues to invest in long term facility planning to identify capital improvement requirements and to meet sanitary sewer and stormwater drainage needs of new and existing development within the City's urban services area. The bureau budget also supports interagency agreements with the Bureau of Planning and Bureau of Buildings to review new development for sewer and stormwater controls. The budget provides funding to for the City to participate in regional planning activities through intergovernmental affairs and regulatory planning.

#### **Ensure a Safe and Peaceful Community**

Bureau field staff have participated in neighborhood watch programs. Almost one-third of the residential solid waste and recycling budget is spent preventing and helping clean up illegal dumping in neighborhoods. A major activity of the bureau is managing stormwater runoff in ways to minimize potential harm to private property.

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

*The bureau encourages and facilitates public involvement.*

Public involvement to inform and involve citizens in decision-making is an inherent part of major capital programs, such as the CSO program. The BES Solid Waste Advisory Committee meets monthly. Other committees, such as those involved in planning for the Columbia Boulevard Sewage Treatment Plant and advising on industrial customer matters, meet on an as-needed schedule. The bureau has implemented watershed stewardship programs to encourage citizen involvement in protecting the natural environment within urban watersheds. BES staff also meet regularly with the Portland Utilities Review Board (PURB) and its committees.

**Ensure Decent, Affordable Housing**

*BES undertakes a wide variety of activities to promote housing goals, ranging from sewer extensions to garbage collection and financial assistance.*

The bureau's efforts to expand sanitary sewer services within unsewered areas assist in maintaining quality housing for Portland residents. Sewer extensions in Mid-County have included deferred and low interest loans for low income households. The Solid Waste and Recycling Division notifies and refers to the Bureau of Buildings enforcement of the rental housing weekly garbage collection requirement. The bureau budget continues funding the Downspout Disconnection Program, which provides funding to neighborhood groups and civic organizations to assist homeowners with disconnecting downspouts, which helps reduce combined sewer overflows.

**Maintain a Financially Stable City**

*BES supports financial stability through financial planning, revenue enhancements, rate updating, and favorable bond ratings.*

**Operations:** In coordination with the City's Office of Finance and Administration, the bureau continuously reviews and evaluates financial operations to ensure the City achieves the highest possible credit rating on sewer system revenue bonds. Financial planning and forecasting is done on five and ten year horizons to forecast costs and revenue requirements, allowing the bureau to anticipate and improve management of financial resources in the most efficient manner possible. The bureau also responded to a FY 1997-98 budget note from City Council to seek opportunities to implement revenue enhancements, following cost of service principles and improving equity while potentially reducing volume-based user fees. The bureau's review of rates and charges has lead to the proposal to recover the costs of its Industrial Waste Permitting Program through fees rather than general rates.

**Capital:** Finally, the bureau has developed a comprehensive procedure for evaluating and prioritizing capital projects within the Five-Year Capital Improvements Plan. The bureau also prioritizes operating budgets according to criteria that consider regulatory requirements, system maintenance requirements, environmental improvement, operating efficiencies, and Council directives.

**Promote Economic Vitality and Access to Quality Jobs for All Citizens**

BES supports economic development through extension and operation of sanitary and drainage services, which helps promote economic vitality. The bureau budget supports the Business Opportunity Program dedicated to increasing and improving the level of participation of minority and women owned businesses and emerging small businesses in bureau construction projects. The budget also supports the commercial solid waste recycling program, and the industrial waste permit program, spill investigations, industrial source control efforts, and pollution prevention efforts to provide technical assistance to businesses.

*BES provides a healthy environment for Portland's families.*

### **Promote Healthy Families and Children**

Overall, environmental programs of the bureau help support a healthy environment for Portland's families. Much of the capital investment of the bureau is aimed at protecting and improving the environment, through adequate and proper treatment of sewage and protection of stormwater runoff and surface streams. Industrial source control and pollution prevention activities also reduce health hazards in the environment. Provision of regular, high quality garbage collection service supports general community health.

*BES promotes environmental education in schools and neighborhoods.*

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

The bureau actively seeks to educate citizens, neighborhood groups, businesses, and trade associations on topics/bureau programs ranging from roof drain disconnection to commercial recycling. The bureau budget also supports environmental education programs that partner with schools on classroom presentations, field trips, streamwalks, treatment plant tours, stream restorations and citizen monitoring of the creek, stream and river health.

## **BUDGET NOTES**

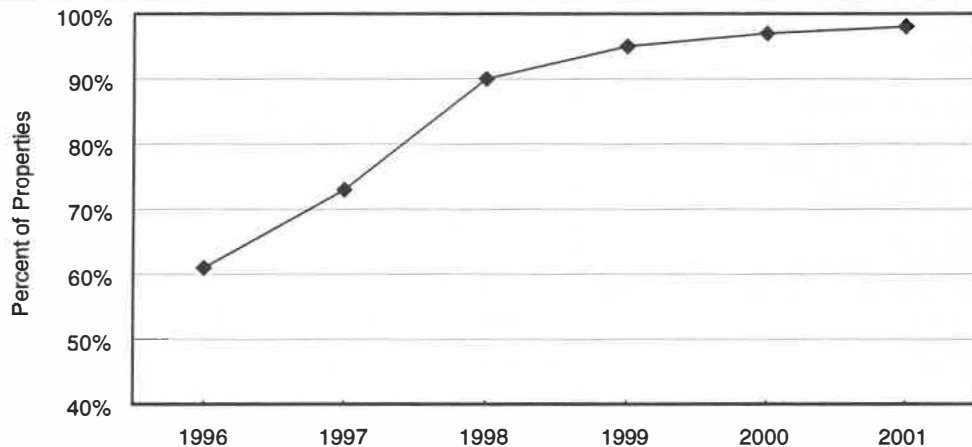
- ◆ Environmental Services (BES) and Parks will investigate the possible transfer of properties purchased by BES to Parks. The investigation shall highlight the costs of on-going maintenance for subject properties and options for how the costs may be funded.



## Performance Measures

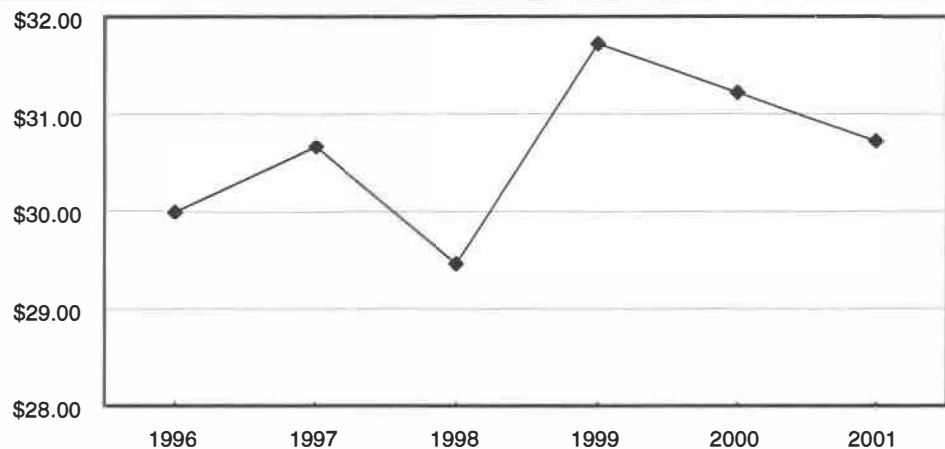
### Mid-County Properties with Cesspools Disconnected

- ◆ Construction in Mid-Multnomah County has been completed, thus slowing the rate at which cesspools are disconnected and sewer connections are made.
- ◆ By 2003, all Mid-County properties will be connected to the sewer system.



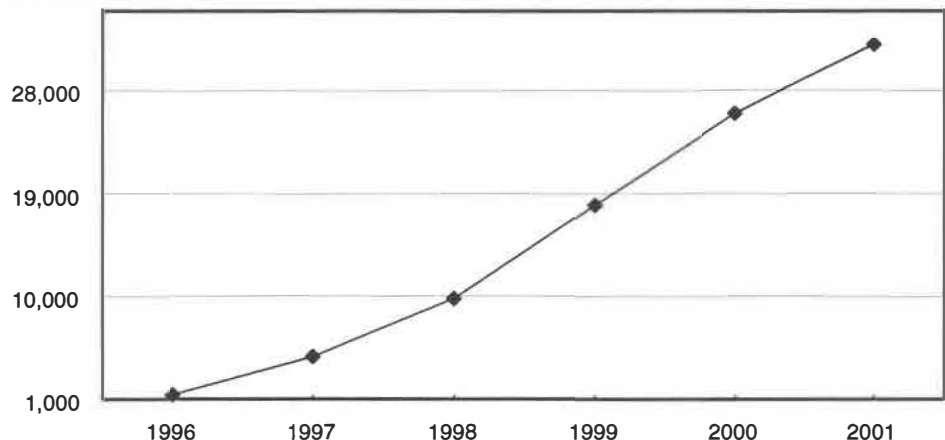
### Annual Wastewater Program Unit Cost

- ◆ Costs per sewage population equivalent is a benchmark for measuring average system costs.
- ◆ The one-time increase in FY 1998-99 reflects shifts of existing budgeted amounts, from overhead accounts previously budgeted centrally, to the budget for the Wastewater Program.



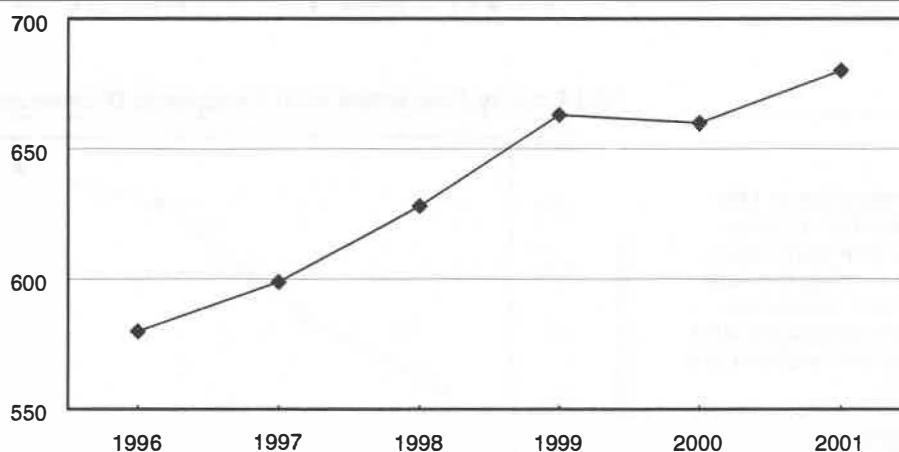
### Number of Roof Drains Disconnected (cumulative)

- ◆ Roof drain disconnections will proceed in accordance with CSO program schedules.
- ◆ Projections for FYE 2001 reflect completion of the Columbia Slough portions of the Disconnect Program and progress on the Willamette River portions.



**Pounds of Solid Waste per Household Recycled**

- ◆ The curbside recycling program reflects the commitment of Portland's citizens in keeping recyclables out of the waste stream.
- ◆ Future years reflect small increases due to the new commingling system; however further increases will be because of additional educational efforts directed toward low participation neighborhoods.



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## SUMMARY OF BUREAU BUDGET

|   | Actual<br>FY 1996-97  | Actual<br>FY 1997-98  | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|-----------------------|-----------------------|-----------------------|------------------------|-----------------------|
| <b>EXPENDITURES</b>   |                       |                       |                       |                        |                       |
| <b>Operating Budget</b>   |                       |                       |                       |                        |                       |
| Personal Services   | 22,742,121            | 22,778,506            | 24,981,296            | 25,721,041             | 25,721,041            |
| External Materials and Service  | 18,157,809            | 15,864,847            | 18,696,569            | 17,469,048             | 17,430,528            |
| Internal Materials and Service  | 19,704,890            | 17,777,244            | 19,571,630            | 20,752,591             | 20,791,110            |
| Minor Capital Outlay  | 98,744                | 596,919               | 4,476,444             | 2,773,159              | 2,773,159             |
| Equipment Cash Transfers  | 7,000                 | 83,365                | 0                     | 0                      | 0                     |
| <b>Total Operating Budget</b>   | 60,710,564            | 57,100,881            | 67,725,939            | 66,715,839             | 66,715,838            |
| Capital Improvements  | 90,784,134            | 77,728,180            | 106,148,662           | 97,280,671             | 97,280,671            |
| <b>TOTAL BUREAU EXPENDITURES</b>  | <b>\$ 151,494,698</b> | <b>\$ 134,829,061</b> | <b>\$ 173,874,601</b> | <b>\$ 163,996,510</b>  | <b>\$ 163,996,509</b> |
| Allocated Overhead Costs  |                       |                       | 2,944,578             | 3,177,406              | 3,273,161             |
| <b>Total Cost with Allocated Overhead</b>   |                       |                       | 176,909,179           | 167,173,916            | 167,269,670           |
| <b>Authorized Full-Time Positions</b>   |                       |                       |                       |                        |                       |
| General Fund Discretionary  | 0                     | 0                     | 0                     | 0                      | 0                     |
| <b>TOTAL POSITIONS</b>  | <b>447</b>            | <b>440</b>            | <b>452</b>            | <b>452</b>             | <b>452</b>            |
| <b>RESOURCES</b>  |                       |                       |                       |                        |                       |
| Sewer Operating Fund  |                       | 134,829,061           | 173,874,601           | 163,272,421            | 163,272,420           |
| Discretionary General Fund  |                       | 0                     | 0                     | 0                      | 0                     |
| <b>Non-Discretionary Revenues</b>   |                       |                       |                       |                        |                       |
| Grants & Donations  |                       | 0                     | 0                     | 0                      | 0                     |
| Contract Revenues   |                       | 0                     | 0                     | 0                      | 0                     |
| Interagency Revenues  |                       | 0                     | 0                     | 0                      | 0                     |
| Bureau Program Revenues   |                       | 0                     | 0                     | 724,089                | 724,089               |
| Overhead Revenues   |                       | 0                     | 0                     | 0                      | 0                     |
| <b>Total Non-Discretionary Revenues</b>   |                       | 0                     | 0                     | 724,089                | 724,089               |
| <b>Total General Fund Resources</b>   |                       | 0                     | 0                     | 724,089                | 724,089               |
| <b>TOTAL RESOURCES</b>  |                       | <b>\$ 134,829,061</b> | <b>\$ 173,874,601</b> | <b>\$ 163,996,510</b>  | <b>\$ 163,996,509</b> |
| Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.         |                       |                       |                       |                        |                       |
| Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue. |                       |                       |                       |                        |                       |
| <b>DIVISIONS</b>  |                       |                       |                       |                        |                       |
| Sanitary Sewer and Stormwater Division  |                       | 133,346,897           | 171,109,633           | 161,115,924            | 161,115,924           |
| Positions   |                       | 438                   | 442                   | 442                    | 442                   |
| Environmental Remediation Division  |                       | 222,750               | 725,707               | 635,036                | 635,036               |
| Positions   |                       | 0                     | 0                     | 0                      | 0                     |
| Refuse Disposal Division  |                       | 1,259,414             | 2,039,261             | 2,245,550              | 2,245,549             |
| Positions   |                       | 10                    | 10                    | 10                     | 10                    |
| <b>TOTAL DIVISIONS</b>  |                       | <b>\$ 134,829,061</b> | <b>\$ 173,874,601</b> | <b>\$ 163,996,510</b>  | <b>\$ 163,996,509</b> |
| Positions   |                       | <b>448</b>            | <b>452</b>            | <b>452</b>             | <b>452</b>            |

|   | Actual<br>FY 1997-98  | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|-----------------------|-----------------------|------------------------|-----------------------|
| <b>PROGRAMS</b>                               |                       |                       |                        |                       |
| <b>SANITARY SEWER AND STORMWATER DIVISION</b> |                       |                       |                        |                       |
| Capital Improvement Program Management        | 71,121,679            | 98,926,906            | 89,623,060             | 89,623,060            |
| <i>Positions</i>                              | 19                    | 20                    | 12                     | 12                    |
| Engineering Services                          | 8,739,969             | 9,449,569             | 11,482,622             | 11,482,622            |
| <i>Positions</i>                              | 103                   | 111                   | 129                    | 129                   |
| Office of the Director                        | 13,978,337            | 16,321,531            | 14,776,551             | 14,816,819            |
| <i>Positions</i>                              | 60                    | 56                    | 53                     | 53                    |
| Planning                                      | 6,234,575             | 8,259,452             | 10,325,027             | 10,008,873            |
| <i>Positions</i>                              | 30                    | 31                    | 45                     | 45                    |
| Industrial Waste                              | 5,049,472             | 4,673,741             | 4,688,084              | 4,688,084             |
| <i>Positions</i>                              | 63                    | 60                    | 60                     | 60                    |
| Wastewater                                    | 28,222,865            | 33,478,434            | 30,220,580             | 30,496,466            |
| <i>Positions</i>                              | 163                   | 164                   | 143                    | 143                   |
| <b>TOTAL PROGRAMS</b>                         | <b>\$ 133,346,897</b> | <b>\$ 171,109,633</b> | <b>\$ 161,115,924</b>  | <b>\$ 161,115,924</b> |
| <i>Positions</i>                              | <b>438</b>            | <b>442</b>            | <b>442</b>             | <b>442</b>            |
| <b>ENVIRONMENTAL REMEDIATION DIVISION</b>     |                       |                       |                        |                       |
| Environmental Remediation                     | 222,750               | 725,707               | 635,036                | 635,036               |
| <i>Positions</i>                              | 0                     | 0                     | 0                      | 0                     |
| <i>Positions</i>                              | 0                     | 0                     | 0                      | 0                     |
| <i>Positions</i>                              | 0                     | 0                     | 0                      | 0                     |
| <b>TOTAL PROGRAMS</b>                         | <b>\$ 222,750</b>     | <b>\$ 725,707</b>     | <b>\$ 635,036</b>      | <b>\$ 635,036</b>     |
| <i>Positions</i>                              | <b>0</b>              | <b>0</b>              | <b>0</b>               | <b>0</b>              |
| <b>REFUSE DISPOSAL DIVISION</b>               |                       |                       |                        |                       |
| Residential Franchise                         | 720,119               | 987,418               | 1,022,686              | 1,022,686             |
| <i>Positions</i>                              | 7                     | 7                     | 7                      | 7                     |
| Multifamily and Commercial                    | 536,459               | 1,040,843             | 1,211,864              | 1,211,863             |
| <i>Positions</i>                              | 3                     | 3                     | 3                      | 3                     |
| Pollution Control                             | 0                     | 0                     | 0                      | 0                     |
| <i>Positions</i>                              | 0                     | 0                     | 0                      | 0                     |
| <i>Positions</i>                              | 2,836                 | 11,000                | 11,000                 | 11,000                |
| <i>Positions</i>                              | 0                     | 0                     | 0                      | 0                     |
| <b>TOTAL PROGRAMS</b>                         | <b>\$ 1,259,414</b>   | <b>\$ 2,039,261</b>   | <b>\$ 2,245,550</b>    | <b>\$ 2,245,549</b>   |
| <i>Positions</i>                              | <b>10</b>             | <b>10</b>             | <b>10</b>              | <b>10</b>             |

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## LINE ITEM DETAIL

|   |                               | Actual<br>FY 1996-97  | Actual<br>FY 1997-98  | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|-------------------------------|-----------------------|-----------------------|-----------------------|------------------------|-----------------------|
| <b>Personnel Services</b>                   |                               |                       |                       |                       |                        |                       |
| 511000                                      | Full-Time Employees           | 16,892,286            | 17,238,966            | 21,622,671            | 22,867,960             | 22,867,960            |
| 512000                                      | Part-Time Employees           | 544,365               | 455,201               | 1,316,625             | 1,482,521              | 1,482,521             |
| 514000                                      | Overtime                      | 769,916               | 788,867               | 470,597               | 433,589                | 433,589               |
| 515000                                      | Premium Pay                   | 180,009               | 202,975               | 150,586               | 173,650                | 173,650               |
| 517000                                      | Benefits                      | 7,525,902             | 7,745,800             | 8,357,100             | 9,202,272              | 9,202,272             |
| 518000                                      | Paid Absence                  | 3,165,566             | 3,349,373             | 0                     | 0                      | 0                     |
| <b>Total Personnel Services</b>             |                               | <b>29,078,044</b>     | <b>29,781,182</b>     | <b>31,917,579</b>     | <b>34,159,992</b>      | <b>34,159,992</b>     |
| <b>Materials and Services</b>               |                               |                       |                       |                       |                        |                       |
| <b>External Materials and Service</b>       |                               |                       |                       |                       |                        |                       |
| 521000                                      | Professional Services         | 27,483,795            | 20,585,424            | 16,169,402            | 11,550,298             | 11,547,298            |
| 522000                                      | Utilities                     | 4,298,406             | 4,723,380             | 5,155,680             | 4,837,947              | 4,837,947             |
| 523000                                      | Equipment Rental              | 35,436                | 45,984                | 54,970                | 20,550                 | 20,550                |
| 524000                                      | Repair & Maintenance Services | 2,034,711             | 2,834,407             | 414,270               | 598,776                | 601,776               |
| 525000                                      | Non-Capital Improvement       | 945,100               | 957,206               | 0                     | 235,000                | 235,000               |
| 528000                                      | Local Match Payments          | 0                     | 0                     | 13,000                | 7,000                  | 7,000                 |
| 529000                                      | Miscellaneous Services        | 2,016,686             | 2,121,881             | 3,623,899             | 4,395,210              | 4,356,690             |
| 531000                                      | Office Supplies               | 142,450               | 186,381               | 276,381               | 145,653                | 145,653               |
| 532000                                      | Operating Supplies            | 2,352,970             | 1,924,287             | 1,850,631             | 1,135,484              | 1,135,484             |
| 533000                                      | Repair & Maintenance Supplies | 797,501               | 947,828               | 878,040               | 549,452                | 549,452               |
| 534000                                      | Minor Equipment & Tools       | 1,447,601             | 1,119,457             | 1,484,655             | 1,067,670              | 1,067,670             |
| 535000                                      | Clothing & Uniforms           | 29,980                | 23,856                | 48,142                | 35,305                 | 35,305                |
| 539000                                      | Other Commodities External    | 47,524                | 90,859                | 9,180                 | 10,360                 | 10,360                |
| 541000                                      | Education                     | 241,918               | 265,318               | 277,581               | 292,062                | 292,062               |
| 542000                                      | Local Travel                  | 4,045                 | 5,594                 | 8,913                 | 7,930                  | 7,930                 |
| 543000                                      | Out-of-Town Travel            | 85,032                | 96,511                | 171,728               | 165,992                | 165,992               |
| 544000                                      | Space Rental                  | 151,613               | 195,877               | 168,772               | 113,360                | 113,360               |
| 545000                                      | Interest                      | 0                     | 0                     | 0                     | 0                      | 0                     |
| 546000                                      | Refunds                       | 127,852               | 19,046                | 260,000               | 10,000                 | 10,000                |
| 547000                                      | Retirement System Payments    | 0                     | 0                     | 0                     | 0                      | 0                     |
| 549000                                      | Miscellaneous                 | 460,394               | 811,384               | 1,275,206             | 1,789,717              | 1,789,717             |
| <b>Total External Materials and Service</b> |                               | <b>42,703,014</b>     | <b>36,954,680</b>     | <b>32,140,450</b>     | <b>26,967,766</b>      | <b>26,929,246</b>     |
| <b>Internal Materials and Service</b>       |                               |                       |                       |                       |                        |                       |
| 551000                                      | Fleet Services                | 656,775               | 334,143               | 401,052               | 378,238                | 378,238               |
| 552000                                      | Printing & Distribution       | 543,942               | 619,560               | 724,167               | 754,529                | 754,529               |
| 553000                                      | Facilities Services           | 1,412,771             | 2,060,898             | 1,382,016             | 1,366,172              | 1,339,547             |
| 554000                                      | Communications Services       | 867,128               | 776,276               | 776,553               | 777,810                | 777,810               |
| 555000                                      | Data Processing Services      | 144,699               | 137,541               | 236,857               | 259,905                | 286,529               |
| 556000                                      | Insurance                     | 496,868               | 454,817               | 636,752               | 688,931                | 688,931               |
| 557000                                      | Master Lease                  | 0                     | 0                     | 0                     | 0                      | 0                     |
| 558000                                      | Same Fund Services            | 0                     | 0                     | 0                     | 0                      | 0                     |
| 559000                                      | Other Fund Services           | 18,782,839            | 17,392,326            | 17,674,905            | 19,057,765             | 19,096,285            |
| <b>Total Internal Materials and Service</b> |                               | <b>22,905,022</b>     | <b>21,775,561</b>     | <b>21,832,302</b>     | <b>23,283,350</b>      | <b>23,321,869</b>     |
| <b>Total Materials and Services</b>         |                               | <b>65,608,036</b>     | <b>58,730,241</b>     | <b>53,972,752</b>     | <b>50,251,116</b>      | <b>50,251,115</b>     |
| <b>Capital Outlay</b>                       |                               |                       |                       |                       |                        |                       |
| 561000                                      | Land                          | 1,077,606             | 3,122,347             | 2,172,455             | 4,391,142              | 4,391,142             |
| 562000                                      | Buildings                     | 5,915,609             | 113,211               | 0                     | 0                      | 0                     |
| 563000                                      | Improvements                  | 48,630,766            | 42,281,940            | 81,925,371            | 73,453,560             | 73,453,560            |
| 564000                                      | Capital Equipment             | 891,634               | 694,325               | 3,886,444             | 1,740,700              | 1,740,700             |
| 565000                                      | Facilities Lease/Purchase     | 0                     | 0                     | 0                     | 0                      | 0                     |
| 566000                                      | Equipment Lease/Purchase      | 0                     | 0                     | 0                     | 0                      | 0                     |
| 568000                                      | Other Capital Expenditure     | 0                     | 0                     | 0                     | 0                      | 0                     |
| 569000                                      | Depreciation                  | 0                     | 0                     | 0                     | 0                      | 0                     |
| <b>Total Capital Outlay</b>                 |                               | <b>56,515,615</b>     | <b>46,211,823</b>     | <b>87,984,270</b>     | <b>79,585,402</b>      | <b>79,585,402</b>     |
| 573000                                      | Equipment Cash Transfers      | 293,003               | 92,865                | 0                     | 0                      | 0                     |
| 576000                                      | Minor Equipment Transfers     | 0                     | 12,950                | 0                     | 0                      | 0                     |
| <b>TOTAL BUREAU EXPENSES</b>                |                               | <b>\$ 151,494,698</b> | <b>\$ 134,829,061</b> | <b>\$ 173,874,601</b> | <b>\$ 163,996,510</b>  | <b>\$ 163,996,509</b> |

# Bureau of Environmental Services AU 145, 150, 155

## FULL-TIME POSITIONS

| Class | Title                            | Actual<br>FY 1997 | Actual<br>FY 1998 | Revised<br>FY 1998-99 |         | Approved<br>FY 1999-00 |           | Adopted<br>FY 1999-00 |           |
|-------|----------------------------------|-------------------|-------------------|-----------------------|---------|------------------------|-----------|-----------------------|-----------|
|       |                                  | No.               | No.               | No.                   | Amount  | No.                    | Amount    | No.                   | Amount    |
| 530   | Accounting Supervisor I          | 1                 | 1                 | 0                     | 0       | 0                      | 0         | 0                     | 0         |
| 531   | Accounting Supervisor II         | 1                 | 1                 | 1                     | 61,241  | 1                      | 63,509    | 1                     | 63,509    |
| 510   | Accounting Assistant             | 2                 | 2                 | 2                     | 62,390  | 1                      | 32,341    | 1                     | 32,341    |
| 819   | Administrative Assistant         | 4                 | 4                 | 5                     | 208,363 | 5                      | 227,031   | 5                     | 227,031   |
| 926   | Administrative Services Manager  | 1                 | 1                 | 2                     | 128,589 | 2                      | 132,970   | 2                     | 132,970   |
| 815   | Administrative Specialist        | 4                 | 4                 | 0                     | 0       | 2                      | 61,350    | 2                     | 61,350    |
| 920   | Administrative Supervisor I      | 1                 | 2                 | 3                     | 133,126 | 1                      | 45,651    | 1                     | 45,651    |
| 922   | Administrative Supervisor II     | 0                 | 0                 | 0                     | 0       | 1                      | 50,880    | 1                     | 50,880    |
| 2532  | Applications Analyst II          | 2                 | 2                 | 2                     | 99,279  | 0                      | 0         | 0                     | 0         |
| 2534  | Applications Analyst IV          | 2                 | 2                 | 0                     | 0       | 0                      | 0         | 0                     | 0         |
| 962   | Assistant Program Specialist     | 4                 | 4                 | 4                     | 182,033 | 6                      | 272,913   | 6                     | 272,913   |
| 514   | Associate Accountant             | 3                 | 3                 | 3                     | 110,200 | 3                      | 114,945   | 3                     | 114,945   |
| 1313  | Automotive Equipment Operator II | 2                 | 2                 | 1                     | 37,751  | 1                      | 39,153    | 1                     | 39,153    |
| 1115  | Building Maintenance Mechanic    | 0                 | 0                 | 0                     | 0       | 1                      | 38,587    | 1                     | 38,587    |
| 928   | Bureau Administrative Manager    | 1                 | 2                 | 2                     | 131,370 | 3                      | 217,551   | 3                     | 217,551   |
| 3132  | CADD Manager                     | 1                 | 1                 | 1                     | 61,241  | 1                      | 63,509    | 1                     | 63,509    |
| 3171  | Chief Engineer                   | 1                 | 1                 | 1                     | 78,356  | 1                      | 84,420    | 1                     | 84,420    |
| 2014  | Chief Environmental Svc Manager  | 1                 | 1                 | 1                     | 87,675  | 0                      | 0         | 0                     | 0         |
| 114   | Clerical Specialist              | 9                 | 9                 | 9                     | 273,338 | 8                      | 232,551   | 8                     | 232,551   |
| 7490  | Community Relations Assistant    | 1                 | 1                 | 1                     | 42,025  | 1                      | 40,474    | 1                     | 40,474    |
| 7492  | Community Relations Specialist   | 2                 | 3                 | 2                     | 110,538 | 3                      | 161,309   | 3                     | 161,309   |
| 2502  | Computer Assistant               | 0                 | 0                 | 1                     | 25,578  | 0                      | 0         | 0                     | 0         |
| 118   | Customer Services Representative | 3                 | 3                 | 2                     | 59,177  | 3                      | 92,089    | 3                     | 92,089    |
| 942   | Economist I                      | 1                 | 1                 | 1                     | 56,764  | 1                      | 49,152    | 1                     | 49,152    |
| 943   | Economist II                     | 1                 | 1                 | 1                     | 67,881  | 0                      | 0         | 0                     | 0         |
| 1453  | Electrician                      | 10                | 9                 | 9                     | 414,927 | 9                      | 469,152   | 9                     | 469,152   |
| 3190  | Electronic Systems Specialist    | 3                 | 3                 | 3                     | 139,818 | 3                      | 145,566   | 3                     | 145,566   |
| 3164  | Engineer                         | 13                | 13                | 13                    | 815,139 | 21                     | 1,326,770 | 21                    | 1,326,770 |
| 3153  | Engineering Associate            | 11                | 11                | 10                    | 449,679 | 7                      | 333,192   | 7                     | 333,192   |
| 2032  | Environmental Resources Manager  | 1                 | 1                 | 1                     | 71,430  | 1                      | 74,073    | 1                     | 74,073    |
| 3195  | Environmental Serv Supervisor    | 0                 | 6                 | 6                     | 355,106 | 6                      | 368,226   | 6                     | 368,226   |
| 2018  | Environmental Services Director  | 1                 | 1                 | 1                     | 97,155  | 1                      | 100,755   | 1                     | 100,755   |
| 2010  | Environmental Services Manager   | 2                 | 1                 | 1                     | 75,189  | 2                      | 143,974   | 2                     | 143,974   |
| 3194  | Environmental Specialist         | 11                | 5                 | 6                     | 334,916 | 10                     | 551,666   | 10                    | 551,666   |
| 2210  | Field Representative             | 5                 | 5                 | 5                     | 184,055 | 4                      | 146,196   | 4                     | 146,196   |
| 827   | Financial Analyst                | 1                 | 0                 | 0                     | 0       | 0                      | 0         | 0                     | 0         |
| 3271  | Graphics Illustrator II          | 1                 | 1                 | 0                     | 0       | 0                      | 0         | 0                     | 0         |
| 614   | Human Resources Coordinator      | 1                 | 1                 | 0                     | 0       | 0                      | 0         | 0                     | 0         |
| 2522  | Info Systems Tech I              | 0                 | 0                 | 0                     | 0       | 1                      | 36,801    | 1                     | 36,801    |
| 2523  | Info Systems Tech II             | 0                 | 0                 | 0                     | 0       | 2                      | 88,107    | 2                     | 88,107    |
| 2524  | Info Systems Tech III            | 0                 | 0                 | 0                     | 0       | 2                      | 94,432    | 2                     | 94,432    |
| 2542  | Information Systems Analyst II   | 4                 | 3                 | 2                     | 84,686  | 1                      | 45,302    | 1                     | 45,302    |
| 2543  | Information Systems Analyst III  | 0                 | 0                 | 0                     | 0       | 2                      | 114,263   | 2                     | 114,263   |
| 2544  | Information Systems Analyst IV   | 2                 | 2                 | 3                     | 155,114 | 1                      | 66,452    | 1                     | 66,452    |
| 2550  | Information Systems Manager      | 1                 | 1                 | 2                     | 112,757 | 0                      | 0         | 0                     | 0         |
| 2546  | Information Systems Supervisor   | 3                 | 4                 | 5                     | 287,412 | 3                      | 201,006   | 3                     | 201,006   |
| 3260  | Instrument Technician            | 6                 | 6                 | 6                     | 274,771 | 6                      | 312,768   | 6                     | 312,768   |
| 812   | Intergovmntl Program Coordinator | 1                 | 1                 | 1                     | 56,360  | 1                      | 0         | 1                     | 0         |
| 2034  | Laboratory Manager               | 1                 | 1                 | 1                     | 64,373  | 1                      | 69,514    | 1                     | 69,514    |
| 3261  | Lead Instrument Technician       | 1                 | 1                 | 1                     | 47,241  | 1                      | 52,128    | 1                     | 52,128    |
| 1520  | Maintenance Machinist            | 1                 | 1                 | 1                     | 40,445  | 1                      | 41,941    | 1                     | 41,941    |
| 2540  | MIS Support Technician           | 4                 | 4                 | 4                     | 177,303 | 1                      | 48,784    | 1                     | 48,784    |
| 116   | Office Manager                   | 1                 | 0                 | 0                     | 0       | 0                      | 0         | 0                     | 0         |
| 1443  | Painter                          | 1                 | 1                 | 1                     | 40,445  | 1                      | 41,941    | 1                     | 41,941    |
| 3169  | Principal Engineer               | 7                 | 8                 | 8                     | 602,360 | 7                      | 547,022   | 7                     | 547,022   |
| 2545  | Principal Info Systems Analyst   | 0                 | 0                 | 0                     | 0       | 4                      | 265,797   | 4                     | 265,797   |
| 966   | Program Coordinator              | 5                 | 4                 | 3                     | 153,360 | 4                      | 211,578   | 4                     | 211,578   |
| 968   | Program Manager I                | 10                | 9                 | 6                     | 341,783 | 4                      | 238,086   | 4                     | 238,086   |
| 970   | Program Manager II               | 3                 | 3                 | 6                     | 354,762 | 7                      | 439,800   | 7                     | 439,800   |
| 972   | Program Manager III              | 0                 | 1                 | 1                     | 65,803  | 1                      | 76,429    | 1                     | 76,429    |
| 964   | Program Specialist               | 5                 | 5                 | 5                     | 239,038 | 5                      | 251,648   | 5                     | 251,648   |
| 3152  | Public Works Constr/Inspect Supv | 3                 | 4                 | 5                     | 306,205 | 5                      | 282,268   | 5                     | 282,268   |
| 3150  | Public Works Inspector I         | 14                | 14                | 16                    | 746,533 | 17                     | 804,296   | 17                    | 804,296   |
| 3151  | Public Works Inspector II        | 10                | 10                | 10                    | 525,970 | 10                     | 543,263   | 10                    | 543,263   |
| 3149  | Public Works Inspector Trainee   | 2                 | 1                 | 1                     | 22,269  | 0                      | 0         | 0                     | 0         |
| 1952  | Public Works Manager             | 9                 | 9                 | 9                     | 562,117 | 10                     | 645,754   | 10                    | 645,754   |
| 3359  | Public Works Project Manager     | 6                 | 7                 | 8                     | 515,176 | 7                      | 463,584   | 7                     | 463,584   |
| 1954  | Public Works Superintendent      | 2                 | 1                 | 1                     | 69,322  | 1                      | 74,834    | 1                     | 74,834    |
| 1950  | Public Works Supervisor          | 1                 | 1                 | 1                     | 52,983  | 1                      | 56,681    | 1                     | 56,681    |

## Bureau of Environmental Services AU 145, 150, 155

## FULL-TIME POSITIONS

| Class                            | Title                            | Actual<br>FY 1997 | Actual<br>FY 1998 | Revised<br>FY 1998-99 |                      | Approved<br>FY 1999-00 |                      | Adopted<br>FY 1999-00 |                      |
|----------------------------------|----------------------------------|-------------------|-------------------|-----------------------|----------------------|------------------------|----------------------|-----------------------|----------------------|
|                                  |                                  | No.               | No.               | No.                   | Amount               | No.                    | Amount               | No.                   | Amount               |
| 846                              | Risk Specialist                  | 2                 | 2                 | 2                     | 105,762              | 1                      | 57,095               | 1                     | 57,095               |
| 220                              | Secretarial Clerk I              | 3                 | 2                 | 2                     | 54,266               | 0                      | 0                    | 0                     | 0                    |
| 221                              | Secretarial Clerk II             | 4                 | 3                 | 2                     | 61,136               | 3                      | 92,504               | 3                     | 92,504               |
| 515                              | Senior Accountant                | 3                 | 2                 | 2                     | 84,564               | 2                      | 107,296              | 2                     | 107,296              |
| 816                              | Senior Administrative Specialist | 2                 | 2                 | 4                     | 138,643              | 2                      | 73,554               | 2                     | 73,554               |
| 3256                             | Senior Communications Engineer   | 0                 | 0                 | 1                     | 60,447               | 0                      | 0                    | 0                     | 0                    |
| 3166                             | Senior Engineer                  | 8                 | 7                 | 6                     | 390,703              | 7                      | 480,754              | 7                     | 480,754              |
| 3163                             | Senior Engineering Associate     | 20                | 20                | 21                    | 1,144,413            | 18                     | 1,025,248            | 18                    | 1,025,248            |
| 2012                             | Senior Environmental Svc Manager | 4                 | 3                 | 3                     | 224,147              | 5                      | 404,430              | 5                     | 404,430              |
| 828                              | Senior Financial Analyst         | 3                 | 4                 | 4                     | 232,852              | 4                      | 241,460              | 4                     | 241,460              |
| 612                              | Senior Human Resources Analyst   | 3                 | 3                 | 2                     | 104,984              | 2                      | 108,866              | 2                     | 108,866              |
| 2552                             | Senior Information Systems Mgr   | 0                 | 0                 | 1                     | 64,863               | 1                      | 76,692               | 1                     | 76,692               |
| 3231                             | Senior Planner                   | 1                 | 1                 | 1                     | 56,898               | 1                      | 59,002               | 1                     | 59,002               |
| 848                              | Senior Risk Specialist           | 0                 | 0                 | 0                     | 0                    | 1                      | 57,095               | 1                     | 57,095               |
| 409                              | Senior Storekeeper               | 1                 | 1                 | 1                     | 38,315               | 1                      | 39,740               | 1                     | 39,740               |
| 414                              | Senior Stores System Manager     | 1                 | 1                 | 1                     | 56,726               | 1                      | 60,365               | 1                     | 60,365               |
| 930                              | Sr Bureau Administrative Manager | 1                 | 1                 | 1                     | 75,189               | 0                      | 0                    | 0                     | 0                    |
| 7494                             | Sr Community Relation Specialist | 1                 | 0                 | 2                     | 118,177              | 2                      | 126,629              | 2                     | 126,629              |
| 900                              | Staff Assistant                  | 0                 | 0                 | 1                     | 28,000               | 0                      | 0                    | 0                     | 0                    |
| 410                              | Storekeeper                      | 5                 | 5                 | 5                     | 173,878              | 4                      | 147,976              | 4                     | 147,976              |
| 3167                             | Supervising Engineer             | 6                 | 9                 | 11                    | 765,543              | 12                     | 856,978              | 12                    | 856,978              |
| 2520                             | Systems Programmer               | 1                 | 1                 | 1                     | 58,213               | 0                      | 0                    | 0                     | 0                    |
| 3107                             | Technician I                     | 22                | 22                | 24                    | 786,195              | 26                     | 847,628              | 26                    | 847,628              |
| 3108                             | Technician II                    | 41                | 40                | 41                    | 1,792,236            | 46                     | 2,051,789            | 46                    | 2,051,789            |
| 3109                             | Technician III                   | 6                 | 8                 | 6                     | 329,095              | 8                      | 457,269              | 8                     | 457,269              |
| 1812                             | Wastewater Mechanic              | 30                | 30                | 30                    | 1,192,110            | 28                     | 1,154,217            | 28                    | 1,154,217            |
| 1815                             | Wastewater Operations Specialist | 3                 | 3                 | 2                     | 86,902               | 2                      | 90,128               | 2                     | 90,128               |
| 1810                             | Wastewater Operator I            | 18                | 15                | 15                    | 520,340              | 1                      | 36,261               | 1                     | 36,261               |
| 1811                             | Wastewater Operator II           | 38                | 38                | 38                    | 1,536,910            | 45                     | 1,867,274            | 45                    | 1,867,274            |
| 3285                             | Water Analytical Chemist         | 3                 | 3                 | 4                     | 175,004              | 4                      | 189,231              | 4                     | 189,231              |
| 3280                             | Water Laboratory Technician      | 11                | 11                | 10                    | 383,276              | 7                      | 279,472              | 7                     | 279,472              |
| 3281                             | Water Laboratory Technician Lead | 1                 | 1                 | 1                     | 39,797               | 1                      | 41,836               | 1                     | 41,836               |
| 3284                             | Water Microbiologist             | 0                 | 0                 | 0                     | 0                    | 1                      | 42,737               | 1                     | 42,737               |
| <b>TOTAL FULL-TIME POSITIONS</b> |                                  | <b>453</b>        | <b>448</b>        | <b>452</b>            | <b>\$ 21,732,501</b> | <b>452</b>             | <b>\$ 22,867,960</b> | <b>452</b>            | <b>\$ 22,867,960</b> |

**Bureau of Environmental Services AU 145, 150, 155**
**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         |              |   |
| FY1999-00:                                      | 159,110,194 | 0        | 159,110,194           | 439.0        | FY 1999-2000 Current Service Level Estimate |
| <b>CSL Estimate Adjustments</b>                 |             |          |                       |              | None  |
| <b>Mayor's Proposed Budget Decisions</b>        |             |          |                       |              |   |
|   | 1,446,638   | 0        | 1,446,638             | 3.0          | Endangered Species Act                      |
| <b>Approved Budget Additions and Reductions</b> |             |          |                       |              |   |
|   | 0           | 0        | 0                     | 0.0          | None  |
| <b>Adopted Budget Additions and Reductions</b>  |             |          |                       |              |   |
|   | 394,092     | 0        | 394,092               | 0.0          | PERS and other technical adjustments        |
|   | 2,000       | 0        | 2,000                 | 0.0          | copier                                      |
|   | 163,000     | 0        | 163,000               | 0.0          | Vehicle replacement                         |
|   | 2,005,730   | 0        | 2,005,730             | 3.0          | Total FY 1999-2000 Decision Packages        |
|   |             |          | <b>\$ 161,115,924</b> | <b>442.0</b> | Total Adopted Budget                        |
| <b>FY1999-2000 Decision Packages Not Funded</b> |             |          |                       |              | None  |
|   |             |          | <b>\$ 0</b>           | <b>0.0</b>   | Total Decision Packages Not Funded          |



## Sanitary Sewer and Stormwater Division

### OVERVIEW

#### **Sanitary Sewer and Stormwater Division**

The Bureau of Environmental Services' Sanitary Sewer and Stormwater Division provides sanitary sewage collection and treatment services for the City of Portland residents and businesses, as well as five other local governments adjacent to Portland, including the City of Lake Oswego. The bureau also provides stormwater management services within the City. The purpose of this division is to provide these services in a manner that complies with all federal and state regulatory requirements, as well as supporting Council goals and directives.

*The bureau's division serves approximately 163,000 sanitary sewer and stormwater customers.*

The division serves approximately 150,000 residential and 13,000 commercial/industrial accounts. The division's services are funded from sewer and drainage charges, wholesale contract revenues, reimbursements for services provided to other bureaus, and capital construction funding sources, including system development charge revenues and proceeds of sewer system revenue bonds.

The bureau's Adopted Budget for FY 1999-00 provides funding for a variety of programs and services to protect Portland's surface and groundwater resources. It is guided by the Clean River Program resolution adopted by City Council in April 1990, as well as several state and federal regulatory requirements, including state Environmental Quality Commission orders to provide sewer service to mid-Multnomah County (Mid-County), eliminate or reduce combined sewer overflows on the Willamette River and Columbia Slough, and reduce nonpoint source pollution to Fanno Creek.

## Overview of Programs

### ENGINEERING SERVICES

#### Overview

The Engineering Services Group is a consolidation of most of the bureau's engineering activities under the direction of the office of the Chief Engineer. The group's primary focus is to provide engineering services to all bureau programs. Engineering services include design, computer-aided drafting, construction management and inspection, materials testing, development services, and records management. The Engineering Services Group also manages the Mid-County Sewer Project, which is in a closedown phase after completing construction in FY 1997-98.

The budget and assigned responsibilities of Engineering Services Group are generally dictated by the bureau's approved capital improvement program. In meeting the workload requirements of the CIP, the Engineering Services Group relies on City staff, augmented by contract staff and consulting firms, to accommodate periods of time when higher than average workload occurs.

#### Maintenance and Sanitary Sewer Design

The Maintenance and Sanitary Sewer Design Division provides engineering and project management services for the portion of the bureau's capital program dealing with the sewage collection and transportation system, including system capital repair and replacement and expansion.

#### Storm and Surfacewater Design Division

The Storm and Surfacewater Design Division performs similar services to the above division for the drainage system.

#### Development Services

The Development Services Division assists developers and other customers by reviewing and approving plans and issuing permits.

#### Other Units

Other organizational units within Engineering Services include the Materials Testing Laboratory, which serves the bureau's capital program and other City agencies in the testing of construction materials, and Construction Services Division, which provides construction management services for capital improvement projects.

#### Mid-County Project

The Mid-County Sewer Project continues to meet the obligations of the 1986 Oregon Environmental Quality Commission (EQC) Order to install sanitary sewers in mid Multnomah County. Connection of the remaining properties will be substantially complete by FY 1999-00.

### CAPITAL IMPROVEMENT PROGRAM MANAGEMENT

#### CIP Management Group Roles

#### CIP Development

The CIP Management Group is responsible for developing the bureau's Capital Improvement Program and managing implementation of capital projects for the sanitary and stormwater collection and treatment system, including meeting all State Environmental Quality Commission requirements regarding the CSO program. Specific tasks include collecting project proposals and information, ranking projects in accordance with bureau ranking criteria, recommending annual and five-year capital plans to the bureau, and assisting in the planning process for projects in the adopted CIP.

### **CIP Budgets and Schedules**

The CIP Management Group is also responsible for ensuring timely and cost effective progress towards completion of capital projects. In this regard, the CIP Management Group is responsible for authorizing changes to project scope, schedule, or budget during each fiscal year and authorizing all project initiations, bidding, contract awards, and project completion documents.

The CIP Management Group has primary responsibility for ensuring a cost effective and well coordinated capital plan. With the overview and coordination services provided by the CIP Management Group, the capital budget process has the benefit of centralized planning and prioritization, making decision-making reflect long-term program objectives.

## **PLANNING**

### **Planning Group Responsibilities**

The Planning (formerly Systems Development) Group is responsible for developing all bureau facility and environmental quality plans. This is being accomplished through an integrated watershed based planning approach. Planning teams evaluate the health and safety, water quality, and environmental management needs within major watershed units of the City.

#### **Watershed Plans**

A plan identifies a mix of actions that will target multiple objectives and legal requirements. The group applies engineering, economic, and ecological factors to determine potential courses of action. These plans are reviewed with the public, and the plans become the basis for future bureau budgeting and regulatory compliance. The plan elements are periodically updated or refined. Recommended actions will be adapted over time based on the performance of actions that are implemented.

#### **Coordination Role**

Planning is also responsible for coordinating with other agencies and groups that are involved in environmental planning or policy development that affects the city. The group helps shape environmental policies and regulations. It also supports and coordinates with watershed councils and community groups, works with City bureaus on land use issues, and oversees Clean Water Act programs for stormwater management and water quality limited streams. The group leads the coordination of a City response to recent endangered species listings. The Planning Group promotes watershed stewardship and pollution prevention and tries to find a good balance between development of City facilities, regulations, and partnership opportunities as a means of achieving environmental goals. One of the methods is through the revegetation program.

#### **Planning Role**

The group also provides basic planning services for the bureau including mapping, GIS and water quality and quantity modeling of the city sanitary and stormwater drainage facilities, and many aspects of the natural and developed environment. These activities are critical to planning, design, construction, operation and maintenance of bureau facilities.

## WASTEWATER

### Wastewater Group Functions

*The Wastewater Group operates two treatment plants with a total capacity of about 108 million gallons per day.*

The Wastewater Group protects public health, water quality, and the environment by operating and maintaining sewer, drainage, treatment facilities and pollution reduction facilities and managing programs in a manner that ensures compliance with all applicable permits, regulations and contracts.

#### Treatment

The bureau's Wastewater Group operates and maintains 96 pump stations and two sewage treatment plants. The Columbia Boulevard Wastewater Treatment Plant (CBWTP), located in north Portland, has an average dry weather flow (ADWF) design treatment capacity of 100 million gallons of sewage per day. The Tryon Creek Wastewater Treatment Plant (TCWTP), located in Lake Oswego, has an ADWF design capacity of 8.3 million gallons per day. These two facilities serve most of Portland (except for a small area in west Portland served by the Unified Sewerage Agency) as well as the City of Lake Oswego. Portland has a total of approximately 144,787 residential customers and 12,844 commercial/industrial customers.

#### Collection

The Wastewater Group also maintains and operates the sewage and stormwater collection and conveyance system. This system includes 2,280 miles of pipeline; 4,400 stormwater sumps and sedimentation manholes; 345 miles of ditches; 55,000 inlets and catch basins and other sewer drainage and water quality facilities.

#### Direct and Indirect Services

*About two-thirds of the Wastewater Group's budget is expended for materials and services provided by others.*

Approximately one-third of the Wastewater Group's program resources is direct services the group delivers. The remaining two-thirds of the group's operating budget consists of services, equipment, or materials provided by others (either private vendors or other City of Portland agencies). For instance, the Bureau of Maintenance, through an interagency agreement with BES, provides a wide variety of maintenance services for the collection and conveyance system including cleaning, inspection, minor capital repair and replacement, and response to customer inquiries. This service plays an important role in maintaining the City's sanitary sewer and drainage system infrastructure.

#### Objectives

Program objectives of Wastewater Group include:

- ◆ Protect the environment and public health by meeting all applicable requirements of the Federal Clean Water Act, Federal Clean Air Act, NPDES permits, and judicial decrees.
- ◆ Operate sewage and stormwater conveyance and treatment facilities in a manner that ensures system reliability, while sustaining or enhancing the condition of the infrastructure.
- ◆ Anticipate, influence, and prepare for future regulatory requirements concerning biosolids management, clean air, water quality, and worker safety.
- ◆ Upgrade treatment efficiency and improve productivity through automation and modernization of process units and by discovering and adopting more effective business practices.

- ◆ Conduct preventive and predictive maintenance programs, which focus maintenance efforts toward optimizing reliability, efficiency, and effectiveness of facilities and equipment.
- ◆ Reuse biosolids, effluent, methane and other resources in a manner that ensures public acceptance and compliance with all applicable regulations.
- ◆ Provide high standards of customer service.
- ◆ Be a good neighbor and work with the community to improve livability by eliminating odors, creating green and open spaces, and provide environmental education opportunities.
- ◆ Develop and deliver the above programs and service at a cost that is comparable to other municipalities and privately operated systems that provide a similar level of service.

## **INDUSTRIAL WASTE**

### **Industrial & Solid Waste Group Overview**

The Industrial & Solid Waste Group includes the bureau's industrial waste programs, which encompass four functional areas: Industrial Source Control, Environmental Investigations, Environmental Compliance and Enforcement, and Special Waste.

### **Industrial Source Control**

The Industrial Source Control Division provides industrial permitting and enforcement services to control or eliminate industrial sources of pollution that could impair the water quality of Portland's streams and rivers, damage or cause interference with the collection and wastewater treatment systems, obstruct biosolids (sludge/compost) treatment, or expose workers or the public to toxic chemicals or endanger wildlife.

The Industrial Source Control Division achieves these environmental benefits through a permit-based program that limits or eliminates industrial pollutants at the source. The division also works with users to eliminate storm water pollutant impacts through use of management plans and educational materials, alternative strategies to limit pollutant discharges, and with regional organizations and business associations.

### **Environmental Investigations**

The Environmental Investigations Division provides laboratory sampling, and data acquisition and management services for the bureau. Laboratory services are provided to the Industrial Source Control Division in support of the Pretreatment Program, and to the Combined Sewer Overflow, Biosolids Management, and Stormwater programs. Data acquisition and management services include managing the bureau's Hydrological Data Retrieval and Alarm (HYDRA) system which provides remote telemetry sensing of sewer flows, rainfall, and pump station operations throughout the City.

### **Water Pollution Control Laboratory (WPCL)**

The Water Pollution Control Laboratory (WPCL) supports efforts to operate the wastewater treatment plants, to monitor industrial discharges, and to protect the public and the sewerage system from exposure to hazardous chemical discharges and spills. WPCL supports and aids development of environmental cleanup activities and planning and design of programs related to sewage and stormwater collection, transport, and treatment.

### **Data Acquisition and Management (DAM)**

The Data Acquisition and Management (DAM) Section monitors over 80 sewage pump stations for operational failures. The alarms ensure that maintenance personnel can respond quickly to prevent sewage back-ups into homes and businesses. DAM also monitors combined sewer overflows and notifies the Bureau of Maintenance of maintenance needs within the sewage collection and transportation system.

### **Investigation & Monitoring and Field Operations**

The Investigation & Monitoring and Field Operations sections conduct field sampling and data collection programs for a variety of projects within the bureau. By developing in-house scientific resources to accomplish program sampling needs, the Field Operations section ensures data compatibility and coordination among all monitoring activities.

## **Environmental Compliance and Enforcement**

The Environmental Compliance and Enforcement Division manages the bureau's industrial pretreatment enforcement process and provides environmental regulatory assistance. The enforcement process is coordinated with the Industrial Source Control Division's permitting program and consists of bringing enforcement actions against industries violating permit and code requirements. The division also includes the Spill Protection and Citizen Response Section.

### **Objectives**

The objectives of the Environmental Compliance and Enforcement Division include managing a fair and equitable code, managing administrative rule and permit enforcement process in compliance with state and federal law, and providing accurate regulatory information concerning the environmental obligations of the bureau.

### **Spill Protection and Citizen Response Section**

The Spill Protection and Citizen Response Section protects public health related to hazardous and/or dangerous chemicals, including responding to spills that threaten the sewerage system or surface waters of the City and working with responsible parties to clean-up hazardous and dangerous materials threatening the City's sewer system and surface waters. The section also oversees the Septage Program to prevent inappropriate materials from being delivered as septage for disposal at the treatment plant, and manages the Illicit Discharge Elimination Program (IDEP) of the City's Stormwater Permit.

## **Special Waste**

The Special Waste Division has responsibility for environmental assessments of property in which the bureau has an interest. The division also provides plans and supervises the remediation of hazardous waste sites.

## **OFFICE OF THE DIRECTOR**

### **Overview: Supervision and Coordination**

The Office of the Director manages the Bureau of Environmental Services, coordinates activities of the bureau's five operating groups, and ensures timely and appropriate responses to the public, City ratepayers, and regulatory agencies. This coordination includes overseeing development of the bureau budget and managing review of projects and programs offered by the bureau. The bureau director works closely with other City bureaus and government agencies to develop recommendations regarding bureau services and environmental policy for review by the City Council.

The director provides immediate supervision of the bureau's Communications Division, the Business Opportunity Program, the Intergovernmental Program, the Pollution Prevention Program, and Business Services.

**Communications Division**

The Communications Division provides the bureau with outreach to the public, media, government, business, and community organizations. Within the bureau, the division provides public outreach assistance to individual bureau program and project managers, including communication planning, graphics, signage, publication development, and media outreach (news releases, media events and media coverage evaluations). The division also provides bureau-wide information, message development, and provides education programs for schools in Portland.

**Public Involvement**

Public involvement is often necessary to help define the scope and schedule for projects, and public information is needed to plan for and mitigate the impacts of construction on neighborhoods. Public involvement, public information, and education programs aid in lowering the costs of bureau programs by leveraging the contributions of citizens and interest groups to accomplish bureau objectives and to help deliver projects on time.

**Business Opportunity**

The Business Opportunity Program has two primary goals: maximizing the utilization of minority and women owned businesses and emerging small businesses in all bureau contract opportunities, and creating a favorable business environment by which these firms can compete effectively on future contract opportunities. The Business Opportunity Manager coordinates program activities with other City bureaus, agencies, and groups external to the City.

**Historically Under-Utilized Businesses (HUB)**

By virtue of the level of activity within the Bureau of Environmental Services' capital program, there is substantial opportunity for contracting with Historically Under-Utilized Businesses (HUB) and assisting in their efforts to be competitive. Working directly with project and program managers, the Business Opportunity Program enables the bureau to pursue these opportunities in a coordinated way, consistent with overall City policy goals. It also provides input to City-wide processes relating to contracting activity, to ensure any barriers to success by HUB firms are removed, and City procedures are responsive to minority and women owned businesses.

**Intergovernmental Program**

The Intergovernmental Program represents the bureau's interests throughout legislative and regulatory processes, at both state and federal levels, attempting to help shape clean water goals and secure as much flexibility as possible in implementing those goals. The Intergovernmental Program also seeks alternative funding opportunities available through grants from governmental as well as private sources.

**Pollution Prevention Program**

The Pollution Prevention (P2) Program manages the bureau's Pollution Prevention Program. The P2 Program partners with businesses, agencies, and associations to identify ways to integrate pollution prevention practices into daily activities; encourage businesses, community groups and other bureaus to practice pollution prevention techniques; promote site assistance partnerships with business and agencies; and recognize people for implementing and demonstrating how to prevent pollution. Through the program, businesses and citizens institutionalize a commitment to reduce or eliminate pollutants for themselves and the community.

**Business Services**

The Business Services unit includes Financial Services, Human Resources, Information Systems, and Facilities and Administrative Services.

**Financial Services Division**

**Services:** Financial Services Division is responsible for all financial operations within the bureau, including accounting services, operating and capital budget development, financial planning and forecasting, grants and wholesale service contract management, debt management, and user fee and system development charge ratemaking. Within these areas of responsibility, the division develops and recommends policies relating to funding for bureau services and cost recovery methodologies. Division staff also coordinate with the Bureau of Water Works on customer services issues dealing with rates and charges, and perform rate and billing calculations for specialized sewer services.

**Objectives:** Program objectives include:

- ◆ Ensure bureau programs are adequately supported in a fiscally sound manner consistent with adopted financing strategies and program goals.
- ◆ Develop and implement least cost financing programs in support of the bureau's capital improvement program.
- ◆ Ensure equity in the establishment of fees and charges for sewer system and solid waste services.
- ◆ Provide accurate, timely, and useful financial information to bureau managers to enable and encourage efficient use of financial resources.
- ◆ Assist bureau managers in preparing operating and capital budgets that reflect efficient use of resources within established program objectives and goals.
- ◆ Provide economic and financial analyses of capital projects and operating programs that help guide the bureau in achieving the least cost approach to meeting system requirements.
- ◆ Provide support services in a timely and cost effective manner that helps bureau employees and programs achieve maximum productivity.



### **Human Resources Division**

**Services:** Human Resources Division services include forecasting staffing needs; providing guidance and assistance to bureau managers on personnel, EEO, diversity, labor relations, and workplace issues; facilitating classification, selection, and recruitment; coordinating bureau-wide training and development programs; overseeing performance management, including discipline processes and performance improvement and evaluation systems within the bureau; and representing bureau managers in labor/management negotiations. The division administers loss control and safety for the bureau and owner controlled insurance programs for the capital program. The division includes Affirmative Action outreach and recruitment.

**Objectives:** Program objectives include recruiting highly qualified women and minority applicants, assisting bureau management in achieving Affirmative Action goals, and supporting efficiency and productivity of bureau employees with progressive personnel policies and practices, including training programs and performance appraisal systems. Human Resources also works to minimize loss control expenses and promote programs that maximize the health and safety of bureau employees.

### **Information Services Division**

The Information Services Division provides the bureau with information technology in support of bureau program objectives. The Information Services Division provides bureau-wide evaluation and planning of information requirements and appropriate solutions, and manages the ongoing operations and improvements of the bureau's technology infrastructure, including networks, servers, workstations, software, and system applications.

Information Services staff also participate in City efforts to embrace a Citywide perspective, focus on goals of simplicity and maintainability, and engage in a cooperative, collaborative process related to the use of information technology in the City.

Program objectives include the following items:

- ◆ Develop and implement information technology policies, standards, and procedures.
- ◆ Reduce the time and expense of data storage and retrieval.
- ◆ Improve accessibility and timeliness to critical information.
- ◆ Eliminate data redundancy.
- ◆ Provide information technology planning for the bureau and coordinate with other bureaus.
- ◆ Provide comprehensive information technology infrastructure capabilities.
- ◆ Assist work groups in business process and systems re-engineering.
- ◆ Upgrade information tools as needed to meet bureau needs.
- ◆ Provide training and mentoring for bureau staff in the use of technology tools.

### **Facilities and Administrative Services**

Facilities and Administrative Services is responsible for coordination and management of bureau-wide administrative services, including property management and interagency agreements covering communications, fleet, space acquisition and facilities planning, and printing and distribution. Facilities and Administrative Services coordinate office moves; telecommunications installation and troubleshooting; furniture acquisition, installation, and disposal; fleet acquisition, repair, and disposal; and property maintenance activities.

## Sanitary Sewer and Stormwater Division AU 145

## SUMMARY OF DIVISION BUDGET

|   | Actual<br>FY 1996-97  | Actual<br>FY 1997-98  | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|-----------------------|-----------------------|-----------------------|------------------------|-----------------------|
| <b>EXPENDITURES</b>   |                       |                       |                       |                        |                       |
| <b>Operating Budget</b>   |                       |                       |                       |                        |                       |
| Personal Services   | 22,185,549            | 22,217,482            | 24,344,707            | 25,065,401             | 25,065,401            |
| External Materials and Service  | 17,197,166            | 15,337,143            | 17,499,906            | 16,108,581             | 16,070,061            |
| Internal Materials and Service  | 19,504,052            | 17,606,558            | 19,365,621            | 20,523,148             | 20,561,668            |
| Minor Capital Outlay  | 98,744                | 596,919               | 4,476,444             | 2,773,159              | 2,773,159             |
| Equipment Cash Transfers  | 7,000                 | 83,365                | 0                     | 0                      | 0                     |
| <b>Total Operating Budget</b>   | 58,992,511            | 55,841,467            | 65,686,678            | 64,470,289             | 64,470,289            |
| Capital Improvements  | 90,481,980            | 77,505,430            | 105,422,955           | 96,645,635             | 96,645,635            |
| <b>TOTAL BUREAU EXPENDITURES</b>  | <b>\$ 149,474,491</b> | <b>\$ 133,346,897</b> | <b>\$ 171,109,633</b> | <b>\$ 161,115,924</b>  | <b>\$ 161,115,924</b> |
| Allocated Overhead Costs  |                       |                       | 2,854,311             | 3,051,800              | 3,146,420             |
| <b>Total Cost with Allocated Overhead</b>   |                       |                       | 174,053,944           | 164,167,724            | 164,262,344           |
| <b>Authorized Full-Time Positions</b>   |                       |                       |                       |                        |                       |
| General Fund Discretionary  | 0                     | 0                     | 0                     | 0                      | 0                     |
| <b>TOTAL POSITIONS</b>  | <b>447</b>            | <b>440</b>            | <b>442</b>            | <b>442</b>             | <b>442</b>            |
| <b>RESOURCES</b>  |                       |                       |                       |                        |                       |
| Sewer Operating Fund  |                       | 132,346,897           | 171,109,633           | 160,391,835            | 160,391,835           |
| Discretionary General Fund  |                       | 0                     | 0                     | 0                      | 0                     |
| <b>Non-Discretionary Revenues</b>   |                       |                       |                       |                        |                       |
| Grants & Donations  |                       | 0                     | 0                     | 0                      | 0                     |
| Contract Revenues   |                       | 0                     | 0                     | 0                      | 0                     |
| Interagency Revenues  |                       | 0                     | 0                     | 0                      | 0                     |
| Bureau Program Revenues   |                       | 0                     | 0                     | 724,089                | 724,089               |
| Overhead Revenues   |                       | 0                     | 0                     | 0                      | 0                     |
| <b>Total Non-Discretionary Revenues</b>   |                       | 0                     | 0                     | 724,089                | 724,089               |
| <b>Total General Fund Resources</b>   |                       | 0                     | 0                     | 724,089                | 724,089               |
| <b>TOTAL RESOURCES</b>  |                       | <b>\$ 132,346,897</b> | <b>\$ 171,109,633</b> | <b>\$ 161,115,924</b>  | <b>\$ 161,115,924</b> |
| Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.         |                       |                       |                       |                        |                       |
| Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue. |                       |                       |                       |                        |                       |
| <b>PROGRAMS</b>   |                       |                       |                       |                        |                       |
| Capital Improvement Program Management  |                       | 71,121,679            | 98,926,906            | 89,623,060             | 89,623,060            |
| Positions   |                       | 19                    | 20                    | 12                     | 12                    |
| Engineering Services  |                       | 8,739,969             | 9,449,569             | 11,482,622             | 11,482,622            |
| Positions   |                       | 103                   | 111                   | 129                    | 129                   |
| Office of the Director  |                       | 13,978,337            | 16,321,531            | 14,776,551             | 14,816,819            |
| Positions   |                       | 60                    | 56                    | 53                     | 53                    |
| Planning  |                       | 6,234,575             | 8,259,452             | 10,325,027             | 10,008,873            |
| Positions   |                       | 30                    | 31                    | 45                     | 45                    |
| Industrial Waste  |                       | 5,049,472             | 4,673,741             | 4,688,084              | 4,688,084             |
| Positions   |                       | 63                    | 60                    | 60                     | 60                    |
| Wastewater  |                       | 28,222,865            | 33,478,434            | 30,220,580             | 30,496,466            |
| Positions   |                       | 163                   | 164                   | 143                    | 143                   |
| <b>TOTAL PROGRAMS</b>   |                       | <b>\$ 133,346,897</b> | <b>\$ 171,109,633</b> | <b>\$ 161,115,924</b>  | <b>\$ 161,115,924</b> |
| Positions   |                       | <b>438</b>            | <b>442</b>            | <b>442</b>             | <b>442</b>            |

## Sanitary Sewer and Stormwater Division AU 145

## LINE ITEM DETAIL

|   | Actual<br>FY 1996-97  | Actual<br>FY 1997-98  | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|-----------------------|-----------------------|-----------------------|------------------------|-----------------------|
| <b>Personnel Services</b>                   |                       |                       |                       |                        |                       |
| 511000 Full-Time Employees                  | 16,547,755            | 16,900,580            | 21,162,151            | 22,418,708             | 22,418,708            |
| 512000 Part-Time Employees                  | 541,677               | 444,801               | 1,296,817             | 1,447,874              | 1,447,874             |
| 514000 Overtime                             | 760,442               | 788,867               | 466,597               | 429,589                | 429,589               |
| 515000 Premium Pay                          | 180,009               | 202,975               | 150,586               | 173,650                | 173,650               |
| 517000 Benefits                             | 7,377,795             | 7,594,349             | 8,186,257             | 9,015,587              | 9,015,587             |
| 518000 Paid Absence                         | 3,099,983             | 3,274,654             | 0                     | 0                      | 0                     |
| <b>Total Personnel Services</b>             | <b>28,507,661</b>     | <b>29,206,226</b>     | <b>31,262,408</b>     | <b>33,485,408</b>      | <b>33,485,408</b>     |
| <b>Materials and Services</b>               |                       |                       |                       |                        |                       |
| <b>External Materials and Service</b>       |                       |                       |                       |                        |                       |
| 521000 Professional Services                | 27,157,565            | 20,326,078            | 15,521,802            | 10,771,698             | 10,768,698            |
| 522000 Utilities                            | 4,298,406             | 4,723,380             | 5,155,680             | 4,837,947              | 4,837,947             |
| 523000 Equipment Rental                     | 35,436                | 45,984                | 54,970                | 20,550                 | 20,550                |
| 524000 Repair & Maintenance Services        | 2,034,135             | 2,834,407             | 414,270               | 598,776                | 601,776               |
| 525000 Non-Capital Improvement              | 945,100               | 957,206               | 0                     | 235,000                | 235,000               |
| 528000 Local Match Payments                 | 0                     | 0                     | 13,000                | 7,000                  | 7,000                 |
| 529000 Miscellaneous Services               | 1,729,098             | 1,918,593             | 3,404,453             | 4,021,310              | 3,982,790             |
| 531000 Office Supplies                      | 141,211               | 185,139               | 274,131               | 143,403                | 143,403               |
| 532000 Operating Supplies                   | 2,351,026             | 1,922,843             | 1,848,631             | 1,113,234              | 1,113,234             |
| 533000 Repair & Maintenance Supplies        | 797,501               | 947,828               | 876,648               | 548,060                | 548,060               |
| 534000 Minor Equipment & Tools              | 1,091,727             | 1,023,410             | 1,056,155             | 787,670                | 787,670               |
| 535000 Clothing & Uniforms                  | 29,472                | 23,856                | 48,142                | 35,305                 | 35,305                |
| 539000 Other Commodities External           | 47,480                | 90,644                | 9,180                 | 10,360                 | 10,360                |
| 541000 Education                            | 236,237               | 263,157               | 272,456               | 286,337                | 286,337               |
| 542000 Local Travel                         | 3,875                 | 5,495                 | 8,663                 | 7,680                  | 7,680                 |
| 543000 Out-of-Town Travel                   | 78,816                | 92,619                | 162,028               | 150,292                | 150,292               |
| 544000 Space Rental                         | 151,613               | 195,877               | 168,772               | 113,360                | 113,360               |
| 545000 Interest                             | 0                     | 0                     | 0                     | 0                      | 0                     |
| 546000 Refunds                              | 127,852               | 19,046                | 260,000               | 10,000                 | 10,000                |
| 547000 Retirement System Payments           | 0                     | 0                     | 0                     | 0                      | 0                     |
| 549000 Miscellaneous                        | 434,413               | 799,764               | 1,244,806             | 1,763,746              | 1,763,746             |
| <b>Total External Materials and Service</b> | <b>41,690,963</b>     | <b>36,375,326</b>     | <b>30,793,787</b>     | <b>25,461,728</b>      | <b>25,423,208</b>     |
| <b>Internal Materials and Service</b>       |                       |                       |                       |                        |                       |
| 551000 Fleet Services                       | 653,233               | 332,413               | 398,313               | 368,749                | 368,749               |
| 552000 Printing & Distribution              | 491,007               | 574,516               | 634,479               | 658,086                | 658,086               |
| 553000 Facilities Services                  | 1,167,296             | 1,898,335             | 1,236,465             | 1,221,869              | 1,195,829             |
| 554000 Communications Services              | 857,282               | 765,592               | 765,785               | 765,505                | 765,505               |
| 555000 Data Processing Services             | 144,699               | 137,541               | 236,857               | 259,905                | 285,945               |
| 556000 Insurance                            | 496,868               | 454,817               | 636,752               | 688,931                | 688,931               |
| 557000 Master Lease                         | 0                     | 0                     | 0                     | 0                      | 0                     |
| 558000 Same Fund Services                   | 0                     | 0                     | 0                     | 0                      | 0                     |
| 559000 Other Fund Services                  | 18,656,864            | 17,284,493            | 17,565,517            | 18,945,341             | 18,983,861            |
| <b>Total Internal Materials and Service</b> | <b>22,467,249</b>     | <b>21,447,707</b>     | <b>21,474,168</b>     | <b>22,908,386</b>      | <b>22,946,906</b>     |
| <b>Total Materials and Services</b>         | <b>64,158,212</b>     | <b>57,823,033</b>     | <b>52,267,955</b>     | <b>48,370,114</b>      | <b>48,370,114</b>     |
| <b>Capital Outlay</b>                       |                       |                       |                       |                        |                       |
| 561000 Land                                 | 1,077,606             | 3,122,347             | 2,172,455             | 4,391,142              | 4,391,142             |
| 562000 Buildings                            | 5,915,609             | 113,211               | 0                     | 0                      | 0                     |
| 563000 Improvements                         | 48,630,766            | 42,281,940            | 81,520,371            | 73,128,560             | 73,128,560            |
| 564000 Capital Equipment                    | 891,634               | 694,325               | 3,886,444             | 1,740,700              | 1,740,700             |
| 565000 Facilities Lease/Purchase            | 0                     | 0                     | 0                     | 0                      | 0                     |
| 566000 Equipment Lease/Purchase             | 0                     | 0                     | 0                     | 0                      | 0                     |
| 568000 Other Capital Expenditure            | 0                     | 0                     | 0                     | 0                      | 0                     |
| 569000 Depreciation                         | 0                     | 0                     | 0                     | 0                      | 0                     |
| <b>Total Capital Outlay</b>                 | <b>56,515,615</b>     | <b>46,211,823</b>     | <b>87,579,270</b>     | <b>79,260,402</b>      | <b>79,260,402</b>     |
| 573000 Equipment Cash Transfers             | 293,003               | 92,865                | 0                     | 0                      | 0                     |
| 576000 Minor Equipment Transfers            | 0                     | 12,950                | 0                     | 0                      | 0                     |
| <b>TOTAL DIVISION EXPENSES</b>              | <b>\$ 149,474,491</b> | <b>\$ 133,346,897</b> | <b>\$ 171,109,633</b> | <b>\$ 161,115,924</b>  | <b>\$ 161,115,924</b> |

## Sanitary Sewer and Stormwater Division AU 145

## FULL-TIME POSITIONS

| Class | Title                            | Actual<br>FY 1997 | Actual<br>FY 1998 | Revised<br>FY 1998-99 |         | Approved<br>FY 1999-00 |           | Adopted<br>FY 1999-00 |           |
|-------|----------------------------------|-------------------|-------------------|-----------------------|---------|------------------------|-----------|-----------------------|-----------|
|       |                                  | No.               | No.               | No.                   | Amount  | No.                    | Amount    | No.                   | Amount    |
| 530   | Accounting Supervisor I          | 1                 | 1                 | 0                     | 0       | 0                      | 0         | 0                     | 0         |
| 531   | Accounting Supervisor II         | 1                 | 1                 | 1                     | 61,241  | 1                      | 63,509    | 1                     | 63,509    |
| 510   | Accounting Assistant             | 2                 | 2                 | 2                     | 62,390  | 1                      | 32,341    | 1                     | 32,341    |
| 819   | Administrative Assistant         | 4                 | 4                 | 5                     | 208,363 | 5                      | 227,031   | 5                     | 227,031   |
| 926   | Administrative Services Manager  | 1                 | 1                 | 2                     | 128,589 | 2                      | 132,970   | 2                     | 132,970   |
| 815   | Administrative Specialist        | 4                 | 4                 | 0                     | 0       | 2                      | 61,350    | 2                     | 61,350    |
| 920   | Administrative Supervisor I      | 1                 | 2                 | 3                     | 133,126 | 1                      | 45,651    | 1                     | 45,651    |
| 922   | Administrative Supervisor II     | 0                 | 0                 | 0                     | 0       | 1                      | 50,880    | 1                     | 50,880    |
| 2532  | Applications Analyst II          | 2                 | 2                 | 2                     | 99,279  | 0                      | 0         | 0                     | 0         |
| 2534  | Applications Analyst IV          | 2                 | 2                 | 0                     | 0       | 0                      | 0         | 0                     | 0         |
| 962   | Assistant Program Specialist     | 3                 | 3                 | 3                     | 135,533 | 5                      | 230,640   | 5                     | 230,640   |
| 514   | Associate Accountant             | 3                 | 3                 | 3                     | 110,200 | 3                      | 114,945   | 3                     | 114,945   |
| 1313  | Automotive Equipment Operator II | 2                 | 2                 | 1                     | 37,751  | 1                      | 39,153    | 1                     | 39,153    |
| 1115  | Building Maintenance Mechanic    | 0                 | 0                 | 0                     | 0       | 1                      | 38,587    | 1                     | 38,587    |
| 928   | Bureau Administrative Manager    | 1                 | 2                 | 2                     | 131,370 | 3                      | 217,551   | 3                     | 217,551   |
| 3132  | CADD Manager                     | 1                 | 1                 | 1                     | 61,241  | 1                      | 63,509    | 1                     | 63,509    |
| 3171  | Chief Engineer                   | 1                 | 1                 | 1                     | 78,356  | 1                      | 84,420    | 1                     | 84,420    |
| 2014  | Chief Environmental Svc Manager  | 1                 | 1                 | 1                     | 87,675  | 0                      | 0         | 0                     | 0         |
| 114   | Clerical Specialist              | 8                 | 8                 | 8                     | 242,143 | 7                      | 200,210   | 7                     | 200,210   |
| 7490  | Community Relations Assistant    | 1                 | 1                 | 1                     | 42,025  | 1                      | 40,474    | 1                     | 40,474    |
| 7492  | Community Relations Specialist   | 1                 | 2                 | 1                     | 55,269  | 2                      | 126,926   | 2                     | 126,926   |
| 2502  | Computer Assistant               | 0                 | 0                 | 1                     | 25,578  | 0                      | 0         | 0                     | 0         |
| 118   | Customer Services Representative | 3                 | 2                 | 1                     | 30,584  | 2                      | 59,959    | 2                     | 59,959    |
| 942   | Economist I                      | 1                 | 1                 | 1                     | 56,764  | 1                      | 49,152    | 1                     | 49,152    |
| 943   | Economist II                     | 1                 | 1                 | 1                     | 67,881  | 0                      | 0         | 0                     | 0         |
| 1453  | Electrician                      | 10                | 9                 | 9                     | 414,927 | 9                      | 469,152   | 9                     | 469,152   |
| 3190  | Electronic Systems Specialist    | 3                 | 3                 | 3                     | 139,818 | 3                      | 145,566   | 3                     | 145,566   |
| 3164  | Engineer                         | 13                | 13                | 13                    | 815,139 | 21                     | 1,326,770 | 21                    | 1,326,770 |
| 3153  | Engineering Associate            | 11                | 11                | 10                    | 449,679 | 7                      | 333,192   | 7                     | 333,192   |
| 2032  | Environmental Resources Manager  | 1                 | 1                 | 1                     | 71,430  | 1                      | 74,073    | 1                     | 74,073    |
| 3195  | Environmental Serv Supervisor    | 0                 | 6                 | 6                     | 355,106 | 6                      | 368,226   | 6                     | 368,226   |
| 2018  | Environmental Services Director  | 1                 | 1                 | 1                     | 97,155  | 1                      | 100,755   | 1                     | 100,755   |
| 2010  | Environmental Services Manager   | 2                 | 1                 | 1                     | 75,189  | 2                      | 143,974   | 2                     | 143,974   |
| 3194  | Environmental Specialist         | 11                | 5                 | 6                     | 334,916 | 10                     | 551,666   | 10                    | 551,666   |
| 2210  | Field Representative             | 3                 | 3                 | 3                     | 110,433 | 1                      | 38,168    | 1                     | 38,168    |
| 827   | Financial Analyst                | 1                 | 0                 | 0                     | 0       | 0                      | 0         | 0                     | 0         |
| 3271  | Graphics Illustrator II          | 1                 | 1                 | 0                     | 0       | 0                      | 0         | 0                     | 0         |
| 614   | Human Resources Coordinator      | 1                 | 1                 | 0                     | 0       | 0                      | 0         | 0                     | 0         |
| 2522  | Info Systems Tech I              | 0                 | 0                 | 0                     | 0       | 1                      | 36,801    | 1                     | 36,801    |
| 2523  | Info Systems Tech II             | 0                 | 0                 | 0                     | 0       | 2                      | 88,107    | 2                     | 88,107    |
| 2524  | Info Systems Tech III            | 0                 | 0                 | 0                     | 0       | 2                      | 94,432    | 2                     | 94,432    |
| 2542  | Information Systems Analyst II   | 4                 | 3                 | 2                     | 84,686  | 1                      | 45,302    | 1                     | 45,302    |
| 2543  | Information Systems Analyst III  | 0                 | 0                 | 0                     | 0       | 2                      | 114,263   | 2                     | 114,263   |
| 2544  | Information Systems Analyst IV   | 2                 | 2                 | 3                     | 155,114 | 1                      | 66,452    | 1                     | 66,452    |
| 2550  | Information Systems Manager      | 1                 | 1                 | 2                     | 112,757 | 0                      | 0         | 0                     | 0         |
| 2546  | Information Systems Supervisor   | 3                 | 4                 | 5                     | 287,412 | 3                      | 201,006   | 3                     | 201,006   |
| 3260  | Instrument Technician            | 6                 | 6                 | 6                     | 274,771 | 6                      | 312,768   | 6                     | 312,768   |
| 812   | Intergovmntl Program Coordinator | 1                 | 1                 | 1                     | 56,360  | 1                      | 0         | 1                     | 0         |
| 2034  | Laboratory Manager               | 1                 | 1                 | 1                     | 64,373  | 1                      | 69,514    | 1                     | 69,514    |
| 3261  | Lead Instrument Technician       | 1                 | 1                 | 1                     | 47,241  | 1                      | 52,128    | 1                     | 52,128    |
| 1520  | Maintenance Machinist            | 1                 | 1                 | 1                     | 40,445  | 1                      | 41,941    | 1                     | 41,941    |
| 2540  | MIS Support Technician           | 4                 | 4                 | 4                     | 177,303 | 1                      | 48,784    | 1                     | 48,784    |
| 116   | Office Manager                   | 1                 | 0                 | 0                     | 0       | 0                      | 0         | 0                     | 0         |
| 1443  | Painter                          | 1                 | 1                 | 1                     | 40,445  | 1                      | 41,941    | 1                     | 41,941    |
| 3169  | Principal Engineer               | 7                 | 8                 | 8                     | 602,360 | 7                      | 547,022   | 7                     | 547,022   |
| 2545  | Principal Info Systems Analyst   | 0                 | 0                 | 0                     | 0       | 4                      | 265,797   | 4                     | 265,797   |
| 966   | Program Coordinator              | 5                 | 4                 | 3                     | 153,360 | 4                      | 211,578   | 4                     | 211,578   |
| 968   | Program Manager I                | 8                 | 7                 | 4                     | 225,357 | 4                      | 238,086   | 4                     | 238,086   |
| 970   | Program Manager II               | 3                 | 3                 | 6                     | 354,762 | 5                      | 312,782   | 5                     | 312,782   |
| 972   | Program Manager III              | 0                 | 1                 | 1                     | 65,803  | 1                      | 76,429    | 1                     | 76,429    |
| 964   | Program Specialist               | 5                 | 5                 | 5                     | 239,038 | 5                      | 251,648   | 5                     | 251,648   |
| 3152  | Public Works Constr/Inspect Supv | 3                 | 4                 | 5                     | 306,205 | 5                      | 282,268   | 5                     | 282,268   |
| 3150  | Public Works Inspector I         | 14                | 14                | 16                    | 746,533 | 17                     | 804,296   | 17                    | 804,296   |
| 3151  | Public Works Inspector II        | 10                | 10                | 10                    | 525,970 | 10                     | 543,263   | 10                    | 543,263   |
| 3149  | Public Works Inspector Trainee   | 2                 | 1                 | 1                     | 22,269  | 0                      | 0         | 0                     | 0         |
| 1952  | Public Works Manager             | 9                 | 9                 | 9                     | 562,117 | 10                     | 645,754   | 10                    | 645,754   |
| 3359  | Public Works Project Manager     | 5                 | 6                 | 7                     | 450,079 | 7                      | 449,507   | 7                     | 449,507   |
| 1954  | Public Works Superintendent      | 2                 | 1                 | 1                     | 69,322  | 1                      | 74,834    | 1                     | 74,834    |
| 1950  | Public Works Supervisor          | 1                 | 1                 | 1                     | 52,983  | 1                      | 56,681    | 1                     | 56,681    |

## Sanitary Sewer and Stormwater Division AU 145

## FULL-TIME POSITIONS

| Class                            | Title                            | Actual<br>FY 1997 | Actual<br>FY 1998 | Revised<br>FY 1998-99 |                      | Approved<br>FY 1999-00 |                      | Adopted<br>FY 1999-00 |                      |
|----------------------------------|----------------------------------|-------------------|-------------------|-----------------------|----------------------|------------------------|----------------------|-----------------------|----------------------|
|                                  |                                  | No.               | No.               | No.                   | Amount               | No.                    | Amount               | No.                   | Amount               |
| 846                              | Risk Specialist                  | 2                 | 2                 | 2                     | 105,762              | 1                      | 57,095               | 1                     | 57,095               |
| 220                              | Secretarial Clerk I              | 2                 | 2                 | 2                     | 54,266               | 0                      | 0                    | 0                     | 0                    |
| 221                              | Secretarial Clerk II             | 4                 | 3                 | 2                     | 61,136               | 3                      | 92,504               | 3                     | 92,504               |
| 515                              | Senior Accountant                | 3                 | 2                 | 2                     | 84,564               | 2                      | 107,296              | 2                     | 107,296              |
| 816                              | Senior Administrative Specialist | 2                 | 2                 | 4                     | 138,643              | 2                      | 73,554               | 2                     | 73,554               |
| 3256                             | Senior Communications Engineer   | 0                 | 0                 | 1                     | 60,447               | 0                      | 0                    | 0                     | 0                    |
| 3166                             | Senior Engineer                  | 8                 | 7                 | 6                     | 390,703              | 7                      | 480,754              | 7                     | 480,754              |
| 3163                             | Senior Engineering Associate     | 20                | 20                | 21                    | 1,144,413            | 18                     | 1,025,248            | 18                    | 1,025,248            |
| 2012                             | Senior Environmental Svc Manager | 4                 | 3                 | 3                     | 224,147              | 5                      | 404,430              | 5                     | 404,430              |
| 828                              | Senior Financial Analyst         | 3                 | 4                 | 4                     | 232,852              | 4                      | 241,460              | 4                     | 241,460              |
| 612                              | Senior Human Resources Analyst   | 3                 | 3                 | 2                     | 104,984              | 2                      | 108,866              | 2                     | 108,866              |
| 2552                             | Senior Information Systems Mgr   | 0                 | 0                 | 1                     | 64,863               | 1                      | 76,692               | 1                     | 76,692               |
| 848                              | Senior Risk Specialist           | 0                 | 0                 | 0                     | 0                    | 1                      | 57,095               | 1                     | 57,095               |
| 409                              | Senior Storekeeper               | 1                 | 1                 | 1                     | 38,315               | 1                      | 39,740               | 1                     | 39,740               |
| 414                              | Senior Stores System Manager     | 1                 | 1                 | 1                     | 56,726               | 1                      | 60,365               | 1                     | 60,365               |
| 930                              | Sr Bureau Administrative Manager | 1                 | 1                 | 1                     | 75,189               | 0                      | 0                    | 0                     | 0                    |
| 7494                             | Sr Community Relation Specialist | 1                 | 0                 | 2                     | 118,177              | 2                      | 126,629              | 2                     | 126,629              |
| 900                              | Staff Assistant                  | 0                 | 0                 | 1                     | 28,000               | 0                      | 0                    | 0                     | 0                    |
| 410                              | Storekeeper                      | 5                 | 5                 | 5                     | 173,878              | 4                      | 147,976              | 4                     | 147,976              |
| 3167                             | Supervising Engineer             | 6                 | 9                 | 11                    | 765,543              | 12                     | 856,978              | 12                    | 856,978              |
| 2520                             | Systems Programmer               | 1                 | 1                 | 1                     | 58,213               | 0                      | 0                    | 0                     | 0                    |
| 3107                             | Technician I                     | 22                | 22                | 24                    | 786,195              | 26                     | 847,628              | 26                    | 847,628              |
| 3108                             | Technician II                    | 41                | 40                | 41                    | 1,792,236            | 46                     | 2,051,789            | 46                    | 2,051,789            |
| 3109                             | Technician III                   | 6                 | 8                 | 6                     | 329,095              | 8                      | 457,269              | 8                     | 457,269              |
| 1812                             | Wastewater Mechanic              | 30                | 30                | 30                    | 1,192,110            | 28                     | 1,154,217            | 28                    | 1,154,217            |
| 1815                             | Wastewater Operations Specialist | 3                 | 3                 | 2                     | 86,902               | 2                      | 90,128               | 2                     | 90,128               |
| 1810                             | Wastewater Operator I            | 18                | 15                | 15                    | 520,340              | 1                      | 36,261               | 1                     | 36,261               |
| 1811                             | Wastewater Operator II           | 38                | 38                | 38                    | 1,536,910            | 45                     | 1,867,274            | 45                    | 1,867,274            |
| 3285                             | Water Analytical Chemist         | 3                 | 3                 | 4                     | 175,004              | 4                      | 189,231              | 4                     | 189,231              |
| 3280                             | Water Laboratory Technician      | 11                | 11                | 10                    | 383,276              | 7                      | 279,472              | 7                     | 279,472              |
| 3281                             | Water Laboratory Technician Lead | 1                 | 1                 | 1                     | 39,797               | 1                      | 41,836               | 1                     | 41,836               |
| 3284                             | Water Microbiologist             | 0                 | 0                 | 0                     | 0                    | 1                      | 42,737               | 1                     | 42,737               |
| <b>TOTAL FULL-TIME POSITIONS</b> |                                  | <b>443</b>        | <b>438</b>        | <b>442</b>            | <b>\$ 21,258,901</b> | <b>442</b>             | <b>\$ 22,418,708</b> | <b>442</b>            | <b>\$ 22,418,708</b> |

## Refuse Disposal Division

### OVERVIEW

#### Organizational Description

The Solid Waste & Recycling Division oversees the collection of solid waste and recyclable materials from residential and commercial sources within the Portland Urban Services Boundary. The program has a City Council adopted goal of a 54% recycling rate by the year 2000. Additional benchmarks include maintaining a 81% participation rate in the residential curbside recycling program, and collection of 100,000 tons of recyclables by the commercial haulers. The Solid Waste and Recycling Division includes two major program activities which correspond to the customer base served: the residential franchise activity and the multifamily and commercial activity.

*Participation in the recycling program has increased to 81% of households, and customer satisfaction with the program remains high.*

#### Residential Franchise System

Portland's residential franchise system was put in place to support cost-effective provision of weekly, curbside recycling collection as required under State law. The annual Auditor's Service, Efforts, and Accomplishments report continues to show very high ratings of the solid waste and recycling program by Portland's residents. About 75% of citizens rate the solid waste and recycling services as good or very good. Public participation in the curbside recycling program has continued to increase from 39% prior to the onset of the program to the current 81% level. Most importantly, almost triple the amount of materials is being collected and recycled since the implementation of the weekly recycling program. The average household set out over 900 pounds of recyclables and yard debris.

#### Recycling

**Residential Recycling:** In order to contain costs in the residential recycling collection program, City staff have been evaluating changing some of the features of the recycling system. Currently, recyclable materials are sorted into numerous separate categories by residents and collected by haulers in multi-compartment trucks. Allowing citizens to commingle certain recyclable items in their bins will increase customer convenience and provide haulers greater on-route collection efficiency. Combined with the advances made in sorting technologies, these changes will keep system costs down and increase the already high recycling levels in the City.

*The commercial program is seeking to increase commercial waste diversion and recycling.*

**Commercial Recycling:** In the commercial sector, the City is in the third year of requiring all businesses to recycle. Surveys have indicated that a 53% waste diversion rate has been achieved by businesses in 1998. The commercial program seeks funding to continue to monitor and work with businesses to increase the amount of materials being recycled as well as to educate businesses about waste prevention methods. Because the commercial sector is such a large part of the wastestream, attention needs to be focused on commercial generators with specific materials yet to be recovered from their waste streams.

**Funding Priorities**

Funding priorities were determined based on the City's ability to meet State, regional, and City goals as well as factors such as ensuring that convenient recycling services are available to all generators. The FY 1999-00 Adopted Budget includes activities related to sustained support for residential sector programs and continued refinement, monitoring and education in the commercial sector. The Adopted Budget also provides for large bulky waste clean-up through a cooperative agreement with neighborhood associations, maintaining current recycling depot support, reducing illegal dumping activity, promoting yard debris diversion and composting, and collecting public trash cans.

## Overview of Programs

### RESIDENTIAL FRANCHISE

#### **Solid Waste and Recycling Program Activities**

A franchised system of solid waste and recycling collection began in February 1992, providing weekly, curbside recycling services to residences of four or less units. The staff of the Residential Franchise Program manage the franchise system and the residential recycling programs. The major areas of program activity are:

- ◆ Customer information services;
- ◆ Field inspection and enforcement;
- ◆ Recycling education; neighborhood bulky waste collection efforts to curb illegal dumping;
- ◆ Franchise system management; and
- ◆ Program development.

#### **FY 1999-00 Program Objectives**

Fiscal Year 1999-00 objectives for the Residential Franchise Program are to:

- ◆ Fully implement changes in recycling collection system aimed at reducing long term operating costs and enhancing customer convenience and satisfaction.
- ◆ Complete the annual rate review for residential garbage and recycling rates, including addressing the anticipated reduction of the tipping fee at Metro disposal facilities.
- ◆ Implement a Citywide bulky waste collection program for single family residential and multifamily customers.
- ◆ Continue to promote residential recycling opportunities, as required by the State through use of the most appropriate media to maximize recycling performance and waste prevention.
- ◆ Continue to work in cooperation with the Bureau of Buildings to mitigate illegal dumping and enforce the requirement of subscribing to garbage service for residential rental properties.
- ◆ Continue field inspection and survey programs to enhance customer service and hauler-City communication.

### MULTIFAMILY AND COMMERCIAL

#### **Multifamily and Commercial Program Activities**

The Multifamily and Commercial Program staff oversee solid waste collection by permitted commercial haulers and have responsibility for enforcing City Ordinance No. 169103 dated July 19, 1995, requiring all businesses, multifamily complexes and construction sites to recycle as of January 1, 1996. Funding is included in the FY 1999-00 Adopted Budget to continue contracting for technical assistance, education, and training with the Energy Office and Portland State University.

Major work in the Multifamily and Commercial Program this fiscal year will consist of continued assistance to companies required to recycle by the ordinance. In addition, staff will focus on continuing program improvements and modifications, and continuing with data collection and monitoring to evaluate the effectiveness of the recycling ordinance. Resources are included in the budget request to continue implementation of the commercial recycling program and add the collection of public trash cans to the bureau's commercial services.



**FY 1999-00 Program Objectives**

Fiscal Year 1999-00 objectives for the Multifamily and Commercial Program are:

- ◆ Continue evaluation of the commercial recycling program, and recommend any necessary changes.
- ◆ Continue research of opportunities for organic waste composting.
- ◆ In the multifamily sector, complete the transfer of the recycling systems to ownership by the landlord, and ensure that scrap paper recycling is being offered at all complexes.
- ◆ Promote commercial recycling and waste prevention by distributing informational materials and by utilizing association newsletters for more targeted efforts.
- ◆ Increase overall business recycling by targeting the office, retail and institutional sectors to improve their recycling programs.
- ◆ Provide collection services for the City's more than 600 public trash cans.
- ◆ Continue to work with general contractors to improve their recycling efforts at construction sites.

**POLLUTION CONTROL**

The Refuse Disposal Fund also provides funding to develop pollution prevention programs for specific businesses. The pollution prevention program develops educational material for businesses on proper management of hazardous and solid wastes, as well as conservation and efficient use of resources.

# Refuse Disposal Division AU 155

## SUMMARY OF DIVISION BUDGET

|   | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>EXPENDITURES</b>   |                      |                      |                       |                        |                       |
| <b>Operating Budget</b>   |                      |                      |                       |                        |                       |
| Personal Services   | 556,572              | 561,024              | 636,589               | 655,640                | 655,640               |
| External Materials and Service  | 960,643              | 527,704              | 1,196,663             | 1,360,467              | 1,360,467             |
| Internal Materials and Service  | 200,838              | 170,686              | 206,009               | 229,443                | 229,442               |
| Minor Capital Outlay  | 0                    | 0                    | 0                     | 0                      | 0                     |
| Equipment Cash Transfers  | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>Total Operating Budget</b>   | <b>1,718,053</b>     | <b>1,259,414</b>     | <b>2,039,261</b>      | <b>2,245,550</b>       | <b>2,245,549</b>      |
| Capital Improvements  | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>TOTAL BUREAU EXPENDITURES</b>  | <b>\$ 1,718,053</b>  | <b>\$ 1,259,414</b>  | <b>\$ 2,039,261</b>   | <b>\$ 2,245,550</b>    | <b>\$ 2,245,549</b>   |
| Allocated Overhead Costs  |                      |                      | 82,082                | 116,353                | 117,401               |
| <b>Total Cost with Allocated Overhead</b>   |                      |                      | <b>2,121,343</b>      | <b>2,361,903</b>       | <b>2,362,950</b>      |
| <b>Authorized Full-Time Positions</b>   |                      |                      |                       |                        |                       |
| General Fund Discretionary  | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>TOTAL POSITIONS</b>  | <b>10</b>            | <b>10</b>            | <b>10</b>             | <b>10</b>              | <b>10</b>             |
| <b>RESOURCES</b>  |                      |                      |                       |                        |                       |
| Refuse Disposal   |                      | 1,259,414            | 2,039,261             | 2,245,550              | 2,245,549             |
| Discretionary General Fund  |                      | 0                    | 0                     | 0                      | 0                     |
| <b>Non-Discretionary Revenues</b>   |                      |                      |                       |                        |                       |
| Grants & Donations  |                      | 0                    | 0                     | 0                      | 0                     |
| Contract Revenues   |                      | 0                    | 0                     | 0                      | 0                     |
| Interagency Revenues  |                      | 0                    | 0                     | 0                      | 0                     |
| Bureau Program Revenues   |                      | 0                    | 0                     | 0                      | 0                     |
| Overhead Revenues   |                      | 0                    | 0                     | 0                      | 0                     |
| <b>Total Non-Discretionary Revenues</b>   |                      | <b>0</b>             | <b>0</b>              | <b>0</b>               | <b>0</b>              |
| <b>Total General Fund Resources</b>   |                      | <b>0</b>             | <b>0</b>              | <b>0</b>               | <b>0</b>              |
| <b>TOTAL RESOURCES</b>  |                      | <b>\$ 1,259,414</b>  | <b>\$ 2,039,261</b>   | <b>\$ 2,245,550</b>    | <b>\$ 2,245,549</b>   |
| Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.         |                      |                      |                       |                        |                       |
| Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue. |                      |                      |                       |                        |                       |
| <b>PROGRAMS</b>   |                      |                      |                       |                        |                       |
| Residential Franchise   |                      | 720,119              | 987,418               | 1,022,686              | 1,022,686             |
| Positions   |                      | 7                    | 7                     | 7                      | 7                     |
| Multifamily and Commercial  |                      | 536,459              | 1,040,843             | 1,211,864              | 1,211,863             |
| Positions   |                      | 3                    | 3                     | 3                      | 3                     |
| Pollution Control   |                      | 0                    | 0                     | 0                      | 0                     |
| Positions   |                      | 0                    | 0                     | 0                      | 0                     |
|   |                      | 2,836                | 11,000                | 11,000                 | 11,000                |
| Positions   |                      | 0                    | 0                     | 0                      | 0                     |
| <b>TOTAL PROGRAMS</b>   |                      | <b>\$ 1,259,414</b>  | <b>\$ 2,039,261</b>   | <b>\$ 2,245,550</b>    | <b>\$ 2,245,549</b>   |
| Positions   |                      | <b>10</b>            | <b>10</b>             | <b>10</b>              | <b>10</b>             |

# Refuse Disposal Division AU 155

## LINE ITEM DETAIL

|   |                               | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|-------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>Personnel Services</b>                   |                               |                      |                      |                       |                        |                       |
| 511000                                      | Full-Time Employees           | 334,383              | 328,144              | 446,944               | 435,175                | 435,175               |
| 512000                                      | Part-Time Employees           | 2,688                | 10,400               | 19,808                | 34,647                 | 34,647                |
| 514000                                      | Overtime                      | 9,379                | 0                    | 4,000                 | 4,000                  | 4,000                 |
| 517000                                      | Benefits                      | 144,539              | 147,761              | 165,837               | 181,818                | 181,818               |
| 518000                                      | Paid Absence                  | 65,583               | 74,719               | 0                     | 0                      | 0                     |
| <b>Total Personnel Services</b>             |                               | <b>556,572</b>       | <b>561,024</b>       | <b>636,589</b>        | <b>655,640</b>         | <b>655,640</b>        |
| <b>Materials and Services</b>               |                               |                      |                      |                       |                        |                       |
| <b>External Materials and Service</b>       |                               |                      |                      |                       |                        |                       |
| 521000                                      | Professional Services         | 293,708              | 214,630              | 512,600               | 643,600                | 643,600               |
| 522000                                      | Utilities                     | 0                    | 0                    | 0                     | 0                      | 0                     |
| 523000                                      | Equipment Rental              | 0                    | 0                    | 0                     | 0                      | 0                     |
| 524000                                      | Repair & Maintenance Services | 576                  | 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        | 287,085              | 203,288              | 219,446               | 373,900                | 373,900               |
| 531000                                      | Office Supplies               | 1,239                | 1,242                | 2,250                 | 2,250                  | 2,250                 |
| 532000                                      | Operating Supplies            | 1,944                | 1,444                | 2,000                 | 22,250                 | 22,250                |
| 533000                                      | Repair & Maintenance Supplies | 0                    | 0                    | 1,392                 | 1,392                  | 1,392                 |
| 534000                                      | Minor Equipment & Tools       | 355,874              | 96,047               | 428,500               | 280,000                | 280,000               |
| 535000                                      | Clothing & Uniforms           | 508                  | 0                    | 0                     | 0                      | 0                     |
| 539000                                      | Other Commodities External    | 44                   | 215                  | 0                     | 0                      | 0                     |
| 541000                                      | Education                     | 5,531                | 2,161                | 5,125                 | 5,725                  | 5,725                 |
| 542000                                      | Local Travel                  | 170                  | 99                   | 250                   | 250                    | 250                   |
| 543000                                      | Out-of-Town Travel            | 6,216                | 3,892                | 9,700                 | 15,700                 | 15,700                |
| 544000                                      | Space Rental                  | 0                    | 0                    | 0                     | 0                      | 0                     |
| 545000                                      | Interest                      | 0                    | 0                    | 0                     | 0                      | 0                     |
| 546000                                      | Refunds                       | 0                    | 0                    | 0                     | 0                      | 0                     |
| 547000                                      | Retirement System Payments    | 0                    | 0                    | 0                     | 0                      | 0                     |
| 549000                                      | Miscellaneous                 | 7,748                | 4,686                | 15,400                | 15,400                 | 15,400                |
| <b>Total External Materials and Service</b> |                               | <b>960,643</b>       | <b>527,704</b>       | <b>1,196,663</b>      | <b>1,360,467</b>       | <b>1,360,467</b>      |
| <b>Internal Materials and Service</b>       |                               |                      |                      |                       |                        |                       |
| 551000                                      | Fleet Services                | 3,542                | 1,730                | 2,739                 | 9,489                  | 9,489                 |
| 552000                                      | Printing & Distribution       | 52,929               | 45,044               | 89,688                | 96,443                 | 96,443                |
| 553000                                      | Facilities Services           | 20,893               | 18,947               | 20,016                | 25,348                 | 24,763                |
| 554000                                      | Communications Services       | 9,846                | 10,684               | 10,768                | 12,305                 | 12,305                |
| 555000                                      | Data Processing Services      | 0                    | 0                    | 0                     | 0                      | 584                   |
| 556000                                      | Insurance                     | 0                    | 0                    | 0                     | 0                      | 0                     |
| 557000                                      | Master Lease                  | 0                    | 0                    | 0                     | 0                      | 0                     |
| 558000                                      | Same Fund Services            | 0                    | 0                    | 0                     | 0                      | 0                     |
| 559000                                      | Other Fund Services           | 113,628              | 94,281               | 82,798                | 85,858                 | 85,858                |
| <b>Total Internal Materials and Service</b> |                               | <b>200,838</b>       | <b>170,686</b>       | <b>206,009</b>        | <b>229,443</b>         | <b>229,442</b>        |
| <b>Total Materials and Services</b>         |                               | <b>1,161,481</b>     | <b>698,390</b>       | <b>1,402,672</b>      | <b>1,589,910</b>       | <b>1,589,909</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                     |
| 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>\$ 1,718,053</b>  | <b>\$ 1,259,414</b>  | <b>\$ 2,039,261</b>   | <b>\$ 2,245,550</b>    | <b>\$ 2,245,549</b>   |

**Refuse Disposal Division AU 155**
**FULL-TIME POSITIONS**

|                                  |                                  | Actual<br>FY 1997 | Actual<br>FY 1998 | Revised<br>FY 1998-99 |                   | Approved<br>FY 1999-00 |                   | Adopted<br>FY 1999-00 |                   |
|----------------------------------|----------------------------------|-------------------|-------------------|-----------------------|-------------------|------------------------|-------------------|-----------------------|-------------------|
| Class                            | Title                            | No.               | No.               | No.                   | Amount            | No.                    | Amount            | No.                   | Amount            |
| 962                              | Assistant Program Specialist     | 1                 | 1                 | 1                     | 46,500            | 1                      | 42,273            | 1                     | 42,273            |
| 114                              | Clerical Specialist              | 1                 | 1                 | 1                     | 31,195            | 1                      | 32,341            | 1                     | 32,341            |
| 7492                             | Community Relations Specialist   | 1                 | 1                 | 1                     | 55,269            | 1                      | 34,383            | 1                     | 34,383            |
| 118                              | Customer Services Representative | 0                 | 1                 | 1                     | 28,593            | 1                      | 32,130            | 1                     | 32,130            |
| 2210                             | Field Representative             | 2                 | 2                 | 2                     | 73,622            | 3                      | 108,028           | 3                     | 108,028           |
| 968                              | Program Manager I                | 2                 | 2                 | 2                     | 116,426           | 0                      | 0                 | 0                     | 0                 |
| 970                              | Program Manager II               | 0                 | 0                 | 0                     | 0                 | 2                      | 127,018           | 2                     | 127,018           |
| 3359                             | Public Works Project Manager     | 1                 | 1                 | 1                     | 51,521            | 0                      | 0                 | 0                     | 0                 |
| 220                              | Secretarial Clerk I              | 1                 | 0                 | 0                     | 0                 | 0                      | 0                 | 0                     | 0                 |
| 3231                             | Senior Planner                   | 1                 | 1                 | 1                     | 56,898            | 1                      | 59,002            | 1                     | 59,002            |
| <b>TOTAL FULL-TIME POSITIONS</b> |                                  | <b>10</b>         | <b>10</b>         | <b>10</b>             | <b>\$ 460,024</b> | <b>10</b>              | <b>\$ 435,175</b> | <b>10</b>             | <b>\$ 435,175</b> |

## Environmental Remediation Division

### OVERVIEW

#### **Environmental Remediation Division**

The Environmental Remediation Division provides for remediation efforts of former solid waste disposal sites for which the City is liable under law. Currently this division is responsible for two sites as authorized by the City Council.

## Overview of Programs

### ENVIRONMENTAL REMEDIATION

This program is narrow in scope, limited to remediation efforts of City-owned property.

Currently there are two ongoing projects: remediation of Guilds Lake property and Longview City Laundry and Cleaners remediation.

Specific activities include research and determination of contaminants, remediation plan design/construction, and ongoing monitoring. All work is conducted with oversight provided by the Oregon Department of Environmental Quality (DEQ).

# Environmental Remediation Division AU 150

## SUMMARY OF DIVISION BUDGET

|   | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>EXPENDITURES</b>   |                      |                      |                       |                        |                       |
| <b>Operating Budget</b>   |                      |                      |                       |                        |                       |
| Personal Services   | 0                    | 0                    | 0                     | 0                      | 0                     |
| External Materials and Service  | 0                    | 0                    | 0                     | 0                      | 0                     |
| Internal Materials and Service  | 0                    | 0                    | 0                     | 0                      | 0                     |
| Minor Capital Outlay  | 0                    | 0                    | 0                     | 0                      | 0                     |
| Equipment Cash Transfers  | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>Total Operating Budget</b>   | 0                    | 0                    | 0                     | 0                      | 0                     |
| Capital Improvements  | 302,154              | 222,750              | 725,707               | 635,036                | 635,036               |
| <b>TOTAL BUREAU EXPENDITURES</b>  | <b>\$ 302,154</b>    | <b>\$ 222,750</b>    | <b>\$ 725,707</b>     | <b>\$ 635,036</b>      | <b>\$ 635,036</b>     |
| Allocated Overhead Costs  |                      |                      | 8,185                 | 9,253                  | 9,340                 |
| <b>Total Cost with Allocated Overhead</b>   |                      |                      | <b>733,892</b>        | <b>644,289</b>         | <b>644,376</b>        |
| <b>Authorized Full-Time Positions</b>   |                      |                      |                       |                        |                       |
| General Fund Discretionary  | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>TOTAL POSITIONS</b>  | <b>0</b>             | <b>0</b>             | <b>0</b>              | <b>0</b>               | <b>0</b>              |
| <b>RESOURCES</b>  |                      |                      |                       |                        |                       |
| Environmental Remediation   |                      | 222,750              | 725,707               | 635,036                | 635,036               |
| Discretionary General Fund  |                      | 0                    | 0                     | 0                      | 0                     |
| <b>Non-Discretionary Revenues</b>   |                      |                      |                       |                        |                       |
| Grants & Donations  |                      | 0                    | 0                     | 0                      | 0                     |
| Contract Revenues   |                      | 0                    | 0                     | 0                      | 0                     |
| Interagency Revenues  |                      | 0                    | 0                     | 0                      | 0                     |
| Bureau Program Revenues   |                      | 0                    | 0                     | 0                      | 0                     |
| Overhead Revenues   |                      | 0                    | 0                     | 0                      | 0                     |
| <b>Total Non-Discretionary Revenues</b>   |                      | <b>0</b>             | <b>0</b>              | <b>0</b>               | <b>0</b>              |
| <b>Total General Fund Resources</b>   |                      | <b>0</b>             | <b>0</b>              | <b>0</b>               | <b>0</b>              |
| <b>TOTAL RESOURCES</b>  | <b>\$ 222,750</b>    | <b>\$ 725,707</b>    | <b>\$ 635,036</b>     | <b>\$ 635,036</b>      | <b>\$ 635,036</b>     |
| Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.         |                      |                      |                       |                        |                       |
| Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue. |                      |                      |                       |                        |                       |
| <b>PROGRAMS</b>   |                      |                      |                       |                        |                       |
| Environmental Remediation   |                      | 222,750              | 725,707               | 635,036                | 635,036               |
| Positions   |                      | 0                    | 0                     | 0                      | 0                     |
| Positions   |                      | 0                    | 0                     | 0                      | 0                     |
| Positions   |                      | 0                    | 0                     | 0                      | 0                     |
| <b>TOTAL PROGRAMS</b>   | <b>\$ 222,750</b>    | <b>\$ 725,707</b>    | <b>\$ 635,036</b>     | <b>\$ 635,036</b>      | <b>\$ 635,036</b>     |
| Positions   |                      | 0                    | 0                     | 0                      | 0                     |

# Environmental Remediation Division AU 150

## LINE ITEM DETAIL

|   | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>Personnel Services</b>                   |                      |                      |                       |                        |                       |
| 511000 Full-Time Employees                  | 10,148               | 10,242               | 13,576                | 14,077                 | 14,077                |
| 514000 Overtime                             | 95                   | 0                    | 0                     | 0                      | 0                     |
| 517000 Benefits                             | 3,568                | 3,690                | 5,006                 | 4,867                  | 4,867                 |
| <b>Total Personnel Services</b>             | <b>13,811</b>        | <b>13,932</b>        | <b>18,582</b>         | <b>18,944</b>          | <b>18,944</b>         |
| <b>Materials and Services</b>               |                      |                      |                       |                        |                       |
| <b>External Materials and Service</b>       |                      |                      |                       |                        |                       |
| 521000 Professional Services                | 32,522               | 44,716               | 135,000               | 135,000                | 135,000               |
| 522000 Utilities                            | 0                    | 0                    | 0                     | 0                      | 0                     |
| 523000 Equipment Rental                     | 0                    | 0                    | 0                     | 0                      | 0                     |
| 524000 Repair & Maintenance Services        | 0                    | 0                    | 0                     | 0                      | 0                     |
| 525000 Non-Capital Improvement              | 0                    | 0                    | 0                     | 0                      | 0                     |
| 528000 Local Match Payments                 | 0                    | 0                    | 0                     | 0                      | 0                     |
| 529000 Miscellaneous Services               | 503                  | 0                    | 0                     | 0                      | 0                     |
| 531000 Office Supplies                      | 0                    | 0                    | 0                     | 0                      | 0                     |
| 532000 Operating Supplies                   | 0                    | 0                    | 0                     | 0                      | 0                     |
| 533000 Repair & Maintenance Supplies        | 0                    | 0                    | 0                     | 0                      | 0                     |
| 534000 Minor Equipment & Tools              | 0                    | 0                    | 0                     | 0                      | 0                     |
| 535000 Clothing & Uniforms                  | 0                    | 0                    | 0                     | 0                      | 0                     |
| 539000 Other Commodities External           | 0                    | 0                    | 0                     | 0                      | 0                     |
| 541000 Education                            | 150                  | 0                    | 0                     | 0                      | 0                     |
| 542000 Local Travel                         | 0                    | 0                    | 0                     | 0                      | 0                     |
| 543000 Out-of-Town Travel                   | 0                    | 0                    | 0                     | 0                      | 0                     |
| 544000 Space Rental                         | 0                    | 0                    | 0                     | 0                      | 0                     |
| 545000 Interest                             | 0                    | 0                    | 0                     | 0                      | 0                     |
| 546000 Refunds                              | 0                    | 0                    | 0                     | 0                      | 0                     |
| 547000 Retirement System Payments           | 0                    | 0                    | 0                     | 0                      | 0                     |
| 549000 Miscellaneous                        | 18,233               | 6,934                | 15,000                | 10,571                 | 10,571                |
| <b>Total External Materials and Service</b> | <b>51,408</b>        | <b>51,650</b>        | <b>150,000</b>        | <b>145,571</b>         | <b>145,571</b>        |
| <b>Internal Materials and Service</b>       |                      |                      |                       |                        |                       |
| 551000 Fleet Services                       | 0                    | 0                    | 0                     | 0                      | 0                     |
| 552000 Printing & Distribution              | 6                    | 0                    | 0                     | 0                      | 0                     |
| 553000 Facilities Services                  | 224,582              | 143,616              | 125,535               | 118,955                | 118,955               |
| 554000 Communications Services              | 0                    | 0                    | 0                     | 0                      | 0                     |
| 555000 Data Processing Services             | 0                    | 0                    | 0                     | 0                      | 0                     |
| 556000 Insurance                            | 0                    | 0                    | 0                     | 0                      | 0                     |
| 557000 Master Lease                         | 0                    | 0                    | 0                     | 0                      | 0                     |
| 558000 Same Fund Services                   | 0                    | 0                    | 0                     | 0                      | 0                     |
| 559000 Other Fund Services                  | 12,347               | 13,552               | 26,590                | 26,566                 | 26,566                |
| <b>Total Internal Materials and Service</b> | <b>236,935</b>       | <b>157,168</b>       | <b>152,125</b>        | <b>145,521</b>         | <b>145,521</b>        |
| <b>Total Materials and Services</b>         | <b>288,343</b>       | <b>208,818</b>       | <b>302,125</b>        | <b>291,092</b>         | <b>291,092</b>        |
| <b>Capital Outlay</b>                       |                      |                      |                       |                        |                       |
| 561000 Land                                 | 0                    | 0                    | 0                     | 0                      | 0                     |
| 562000 Buildings                            | 0                    | 0                    | 0                     | 0                      | 0                     |
| 563000 Improvements                         | 0                    | 0                    | 405,000               | 325,000                | 325,000               |
| 564000 Capital Equipment                    | 0                    | 0                    | 0                     | 0                      | 0                     |
| 565000 Facilities Lease/Purchase            | 0                    | 0                    | 0                     | 0                      | 0                     |
| 566000 Equipment Lease/Purchase             | 0                    | 0                    | 0                     | 0                      | 0                     |
| 568000 Other Capital Expenditure            | 0                    | 0                    | 0                     | 0                      | 0                     |
| 569000 Depreciation                         | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>Total Capital Outlay</b>                 | <b>0</b>             | <b>0</b>             | <b>405,000</b>        | <b>325,000</b>         | <b>325,000</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>\$ 302,154</b>    | <b>\$ 222,750</b>    | <b>\$ 725,707</b>     | <b>\$ 635,036</b>      | <b>\$ 635,036</b>     |



# Environmental Remediation Division AU 150

## FULL-TIME POSITIONS

|                                  |                              | Actual<br>FY 1997 | Actual<br>FY 1998 | Revised<br>FY 1998-99 |                  | Approved<br>FY 1999-00 |                  | Adopted<br>FY 1999-00 |                  |
|----------------------------------|------------------------------|-------------------|-------------------|-----------------------|------------------|------------------------|------------------|-----------------------|------------------|
| Class                            | Title                        | No.               | No.               | No.                   | Amount           | No.                    | Amount           | No.                   | Amount           |
| 3359                             | Public Works Project Manager | 0                 | 0                 | 0                     | 13,576           | 0                      | 14,077           | 0                     | 14,077           |
| <b>TOTAL FULL-TIME POSITIONS</b> |                              | <b>0</b>          | <b>0</b>          | <b>0</b>              | <b>\$ 13,576</b> | <b>0</b>               | <b>\$ 14,077</b> | <b>0</b>              | <b>\$ 14,077</b> |

# Sewage System Operating Fund – 151

## FUND SUMMARY

|   | Actual<br>FY 1996–97  | Actual<br>FY 1997–98  | Revised<br>FY 1998–99 | Yr End Est.<br>FY 1998–99 | Approved<br>FY 1999–00 | Adopted<br>FY 1999–00 |
|---|-----------------------|-----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| <b>RESOURCES</b>                        |                       |                       |                       |                           |                        |                       |
| <b>External Revenues</b>                |                       |                       |                       |                           |                        |                       |
| <b>Licenses and Permits</b>             |                       |                       |                       |                           |                        |                       |
| Construction Permits                    | 413,120               | 393,621               | 388,122               | 359,951                   | 683,541                | 683,541               |
| Other Permits                           | 2,800                 | 2,050                 | 125,000               | 0                         | 0                      | 0                     |
|   | 415,920               | 395,671               | 513,122               | 359,951                   | 683,541                | 683,541               |
| <b>Service Charges and Fees</b>         |                       |                       |                       |                           |                        |                       |
| Miscellaneous                           | 5,179                 | 7,063                 | 0                     | 0                         | 0                      | 0                     |
| Public Works/Utility Charge             | 95,915,421            | 108,589,963           | 119,175,835           | 114,712,928               | 123,294,702            | 123,294,702           |
| Rents and Reimbursements                | 84,365                | 64,268                | 71,152                | 64,831                    | 67,030                 | 67,030                |
|   | 96,004,965            | 108,661,294           | 119,246,987           | 114,777,759               | 123,361,732            | 123,361,732           |
| <b>State Sources</b>                    |                       |                       |                       |                           |                        |                       |
| State Cost Sharing                      | 37,315                | 5,441                 | 0                     | 0                         | 0                      | 0                     |
|   | 37,315                | 5,441                 | 0                     | 0                         | 0                      | 0                     |
| <b>Local Sources</b>                    |                       |                       |                       |                           |                        |                       |
| Local Cost Sharing                      | 353,635               | 202,986               | 400,000               | 469,719                   | 400,000                | 400,000               |
|   | 353,635               | 202,986               | 400,000               | 469,719                   | 400,000                | 400,000               |
| <b>Miscellaneous Revenues</b>           |                       |                       |                       |                           |                        |                       |
| Interest Earned                         | 116,737               | 50,762                | 357,591               | 411,953                   | 355,024                | 355,024               |
| Other Miscellaneous                     | 550,438               | 321,724               | 321,841               | 54,207                    | 56,895                 | 56,895                |
| Private Grants/Donations                | 54,161                | 920                   | 247,802               | 247,802                   | 0                      | 0                     |
| Refunds                                 | (14,559)              | 2,234                 | 3,773                 | 55,127                    | 3,983                  | 3,983                 |
| Sale of Capital Assets                  | 0                     | 27,212                | 0                     | 0                         | 0                      | 0                     |
| Sales Miscellaneous                     | 37,187                | 215,196               | 87,925                | 163,243                   | 85,759                 | 85,759                |
|   | 743,964               | 618,048               | 1,018,932             | 932,332                   | 501,661                | 501,661               |
| <b>Total External Revenues</b>          | <b>97,555,799</b>     | <b>109,883,440</b>    | <b>121,179,041</b>    | <b>116,539,761</b>        | <b>124,946,934</b>     | <b>124,946,934</b>    |
| <b>Internal Revenues</b>                |                       |                       |                       |                           |                        |                       |
| <b>Other Cash Transfers</b>             |                       |                       |                       |                           |                        |                       |
| General Fund                            | 0                     | 0                     | 0                     | 68,000                    | 0                      | 0                     |
| Refuse Disposal Fund                    | 97,401                | 87,174                | 137,400               | 90,330                    | 92,840                 | 92,840                |
| Sewer System Construction Fund          | 98,067,716            | 78,385,643            | 108,597,634           | 95,882,612                | 102,508,980            | 102,508,980           |
| Sewer System Rate Stabilization         | 11,950,000            | 4,450,000             | 9,000,000             | 3,075,000                 | 7,975,000              | 7,975,000             |
| Environmental Remediation Fund          | 7,156                 | 5,345                 | 15,543                | 5,538                     | 10,000                 | 10,000                |
|   | 110,122,273           | 82,928,162            | 117,750,577           | 99,121,480                | 110,586,820            | 110,586,820           |
| <b>Federal Grants Transfers</b>         | <b>2,712,549</b>      | <b>1,633,351</b>      | <b>6,035,880</b>      | <b>5,280,884</b>          | <b>971,447</b>         | <b>971,447</b>        |
| <b>Interfund Service Reimbursements</b> |                       |                       |                       |                           |                        |                       |
| Buildings                               | 0                     | 0                     | 0                     | 0                         | 42,785                 | 42,785                |
| Environmental Remediation               | 9,988                 | 10,338                | 25,000                | 25,000                    | 25,000                 | 25,000                |
| Facilities Services Fund                | 1,800                 | 0                     | 0                     | 0                         | 0                      | 0                     |
| Housing & Community Development         | 0                     | 0                     | 78,000                | 78,000                    | 0                      | 0                     |
| LID Construction Fund                   | 0                     | 0                     | 182,170               | 0                         | 0                      | 0                     |
| Parks Bureau                            | 15,603                | 54,635                | 49,414                | 46,892                    | 80,225                 | 82,325                |
| Parks Capital Improvement Fund          | 7,351                 | 26,093                | 10,000                | 7,868                     | 10,000                 | 10,000                |
| Portland International Raceway          | 90,000                | 90,000                | 90,000                | 90,000                    | 0                      | 0                     |
| Refuse Disposal Fund                    | 63,088                | 51,773                | 45,798                | 45,798                    | 45,798                 | 45,798                |
| Special Appropriations                  | 0                     | 0                     | 0                     | 0                         | 724,089                | 724,089               |
| Transportation                          | 544,250               | 386,430               | 358,450               | 401,716                   | 640,620                | 640,620               |
| Water Bureau                            | 232,766               | 181,539               | 191,063               | 155,831                   | 231,604                | 241,250               |
|   | 964,846               | 800,808               | 1,029,895             | 851,105                   | 1,800,121              | 1,811,867             |
| <b>Total Internal Revenues</b>          | <b>113,799,668</b>    | <b>85,362,321</b>     | <b>124,816,352</b>    | <b>105,253,469</b>        | <b>113,358,388</b>     | <b>113,370,134</b>    |
| <b>Beginning Fund Balance</b>           | <b>9,957,592</b>      | <b>10,302,321</b>     | <b>6,792,862</b>      | <b>9,189,011</b>          | <b>4,541,371</b>       | <b>4,541,371</b>      |
| <b>TOTAL RESOURCES</b>                  | <b>\$ 221,313,059</b> | <b>\$ 205,548,082</b> | <b>\$ 252,788,255</b> | <b>\$ 230,982,241</b>     | <b>\$ 242,846,693</b>  | <b>\$ 242,858,439</b> |
| <b>REQUIREMENTS</b>                     |                       |                       |                       |                           |                        |                       |
| <b>Bureau Expenses</b>                  |                       |                       |                       |                           |                        |                       |
| <b>Personal Services</b>                | <b>28,507,661</b>     | <b>29,206,226</b>     | <b>31,262,408</b>     | <b>31,251,225</b>         | <b>33,485,408</b>      | <b>33,485,408</b>     |
| <b>External Materials and Service</b>   | <b>41,697,084</b>     | <b>36,449,793</b>     | <b>30,793,787</b>     | <b>30,975,948</b>         | <b>25,461,728</b>      | <b>25,423,208</b>     |
| Communications Services                 | 857,282               | 765,592               | 765,785               | 805,671                   | 765,505                | 765,505               |

|                                      | Actual<br>FY 1996-97  | Actual<br>FY 1997-98  | Revised<br>FY 1998-99 | Yr End Est.<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|--------------------------------------|-----------------------|-----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| Data Processing Services             | 144,699               | 137,541               | 236,857               | 237,915                   | 259,905                | 285,945               |
| Facilities Services                  | 1,167,296             | 1,898,335             | 1,236,465             | 1,349,985                 | 1,221,869              | 1,195,829             |
| Fleet Services                       | 653,233               | 332,413               | 398,313               | 375,699                   | 368,749                | 368,749               |
| Insurance                            | 496,868               | 454,817               | 636,752               | 652,147                   | 688,931                | 688,931               |
| Printing & Distribution              | 491,007               | 574,516               | 634,479               | 561,572                   | 658,086                | 658,086               |
| City Attorney                        | 143,587               | 154,489               | 159,723               | 159,723                   | 166,475                | 166,475               |
| City Auditor                         | 320                   | 250                   | 3,500                 | 3,500                     | 8,900                  | 8,900                 |
| Auto Port Operating                  | 65,687                | 35,224                | 0                     | 0                         | 0                      | 0                     |
| Buildings                            | 0                     | 0                     | 0                     | 0                         | 61,068                 | 61,068                |
| Energy Office                        | 40,000                | 55,000                | 50,000                | 50,000                    | 40,000                 | 40,000                |
| Finance & Administration             | 278,132               | 220,863               | 512,268               | 512,268                   | 758,698                | 758,698               |
| Government Relations                 | 0                     | 11,333                | 13,990                | 13,990                    | 13,990                 | 13,990                |
| LID Construction Fund                | 19,000                | 19,403                | 0                     | 0                         | 0                      | 0                     |
| Neighborhood Involvement             | 54,549                | 133,095               | 141,010               | 150,820                   | 107,840                | 107,840               |
| Parking Facilities                   | 0                     | 0                     | 23,400                | 24,946                    | 32,760                 | 32,760                |
| Parks Bureau                         | 560,067               | 455,459               | 461,399               | 431,734                   | 580,464                | 580,464               |
| Parks Construction                   | 0                     | 0                     | 13,000                | 13,000                    | 0                      | 0                     |
| Planning                             | 197,867               | 410,000               | 132,500               | 88,911                    | 466,521                | 466,521               |
| Purchases & Stores                   | 98,573                | 113,514               | 117,848               | 117,848                   | 121,823                | 121,823               |
| Transportation                       | 13,122,573            | 11,459,804            | 11,583,389            | 11,789,179                | 12,161,246             | 12,199,766            |
| Water Bureau                         | 4,076,509             | 4,216,059             | 4,353,490             | 4,377,687                 | 4,425,556              | 4,425,556             |
|                                      | 22,467,249            | 21,447,707            | 21,474,168            | 21,716,595                | 22,908,386             | 22,946,906            |
| <b>Capital Outlay</b>                | 56,515,615            | 46,211,823            | 87,579,270            | 74,643,583                | 79,260,402             | 79,260,402            |
| <b>Equipment Cash Transfers</b>      |                       |                       |                       |                           |                        |                       |
| Fleet Operating                      | 7,000                 | 0                     | 0                     | 0                         | 0                      | 0                     |
| Printing & Distribution              | 0                     | 12,300                | 0                     | 0                         | 0                      | 0                     |
| Transportation Operating             | 286,003               | 80,565                | 0                     | 0                         | 0                      | 0                     |
|                                      | 293,003               | 92,865                | 0                     | 0                         | 0                      | 0                     |
| <b>Minor Equipment Transfers</b>     |                       |                       |                       |                           |                        |                       |
| Communications Services              | 0                     | 9,250                 | 0                     | 0                         | 0                      | 0                     |
| Printing & Distribution              | 0                     | 3,700                 | 0                     | 0                         | 0                      | 0                     |
|                                      | 0                     | 12,950                | 0                     | 0                         | 0                      | 0                     |
| <b>Total Bureau Expenses</b>         | 149,480,612           | 133,421,364           | 171,109,633           | 158,587,351               | 161,115,924            | 161,115,924           |
| <b>Fund Requirements</b>             |                       |                       |                       |                           |                        |                       |
| <b>General Operating Contingency</b> |                       |                       |                       |                           |                        |                       |
| General Operating Contingency        | 0                     | 0                     | 3,418,501             | 0                         | 5,069,000              | 4,986,126             |
| Compensation Adjustment              | 0                     | 0                     | 1,287,972             | 0                         | 672,919                | 672,919               |
|                                      | 0                     | 0                     | 4,706,473             | 0                         | 5,741,919              | 5,659,045             |
| <b>General Fund Overhead</b>         | 2,523,533             | 2,600,239             | 2,739,785             | 2,854,311                 | 3,051,800              | 3,146,420             |
| <b>Fund Cash Transfers</b>           |                       |                       |                       |                           |                        |                       |
| Buildings Fund                       | 15,000                | 0                     | 0                     | 0                         | 0                      | 0                     |
| General Fund                         | 6,480,448             | 7,581,887             | 8,340,726             | 8,039,491                 | 8,809,278              | 8,809,278             |
| Sewage Disposal Debt                 | 38,552,646            | 42,936,300            | 48,767,615            | 46,354,690                | 53,070,924             | 53,070,924            |
| Sewer System Construction            | 11,688,606            | 10,479,073            | 17,034,023            | 10,119,924                | 11,056,848             | 11,056,848            |
| Sewer System Rate Stabilization      | 0                     | 83,725                | 0                     | 0                         | 0                      | 0                     |
|                                      | 56,736,700            | 61,080,985            | 74,142,364            | 64,514,105                | 72,937,050             | 72,937,050            |
| <b>Debt Retirement</b>               | 4,009,849             | (667,976)             | 90,000                | 485,103                   | 0                      | 0                     |
| <b>Unappropriated Ending Balance</b> |                       |                       |                       |                           |                        |                       |
| Unappropriated Ending Balance        | 8,572,194             | 9,188,972             | 0                     | 4,541,371                 | 0                      | 0                     |
|                                      | 8,572,194             | 9,188,972             | 0                     | 4,541,371                 | 0                      | 0                     |
| <b>Total Fund Requirements</b>       | 71,842,276            | 72,202,220            | 81,678,622            | 72,394,890                | 81,730,769             | 81,742,515            |
| <b>TOTAL REQUIREMENTS</b>            | <b>\$ 221,322,888</b> | <b>\$ 205,623,584</b> | <b>\$ 252,788,255</b> | <b>\$ 230,982,241</b>     | <b>\$ 242,846,693</b>  | <b>\$ 242,858,439</b> |

## FUND OVERVIEW

The purpose of the Sewer System Operating Fund is to account for revenues and expenses associated with the development, maintenance, and operation of the City's sanitary sewer and storm drainage system.

The bureau's activities are supported through sewer and drainage charges, wholesale contract revenues from jurisdictions, reimbursements for services provided to other bureaus, and reimbursements from the Sewer System Construction Fund for capital expenses incurred directly by the Sewer System Operating Fund.

## CHANGES FROM PRIOR YEAR

### Resources

The beginning fund balance for FY 1999-00 Adopted Budget is projected to be not less than 9% of current year operating expenses plus the non-cash items liens receivable and accrued debt interest/bond discounts.

*Sewer rate revenues of \$118 million are the largest source of revenue.*

### Rates, Charges, and Interest

Public works/utility charges, which include sewer rate revenues, connection charges, wholesale contracts and other miscellaneous charges, are forecast to increase to \$123,294,702 for FY 1999-00. Sewer rate revenues, budgeted at \$118,032,638, are based on the following assumptions: an average single family residential bill increase of 9.4%, an increase of 2.5% in the number of customer accounts, a 0.75% decrease in forecast usage per customer, and an allowance of 1% for bad debt. Connection charge receipts are projected to be \$2,812,504 in FY 1999-00. Interest on investments is projected to be \$355,024 for the Adopted Budget, reflecting lower fund balances than in FY 1998-99.

### Interfund Cash Transfers

Interfund cash transfers are forecast to total \$111,558,267 for FY 1999-00.

**Major Changes:** Major changes from the current year revised budget of \$123,786,457 include:

- ◆ Transfers from the Sewer System Construction Fund are forecast to be \$102,508,980 versus the \$108,597,634 revised appropriation for the current year, reflecting a decrease in the bureau's capital improvement expenditures in the FY 1999-00 Adopted Budget.
- ◆ Transfers from the Federal and State Grants Fund are forecast at \$971,447 versus the \$6,035,880 revised appropriation for the current year, with only a few remaining projects needing to be completed on the Columbia Slough Revitalization Grant in FY 1999-00.
- ◆ Transfers from the Sewer System Rate Stabilization Fund are forecast to be \$7,975,000 versus the \$9,000,000 revised appropriation for the current year. This transfer continues the planned use of the Rate Stabilization balances to reduce and smooth the level of rate increases. Additional transfers are anticipated through FY 2001-02, when the Sewer System Rate Stabilization Fund will be nearly depleted (except for a remaining reserve equal to 1% of operating expenses).

*The Sewer System Rate Stabilization Fund will be nearly depleted, as planned, after FY 2001-02.*

## REQUIREMENTS

Personal Services are budgeted to increase 7.1% due to planned increases in the capital improvement program personnel, a one-time additional retirement obligation, and cost of living adjustments. Capital Outlay is budgeted to decrease slightly, with FY 1999-00 budgeted at \$79,260,402, versus \$87,579,270 of current year revised appropriations.

**Materials and Services**

*External Materials and Services has decreased, but Internal Materials and Services has increased.*

External Materials and Services are budgeted at \$25,423,208 for FY 1999-00, compared to the current revised appropriation of \$30,793,787. The reasons for this drop include reduction in contracted design services, as additional CSO projects move from the design phase into construction. Internal Materials and Services expenditures are budgeted to increase 6.9% for FY 1999-00 due to increased GIS support, ESA required activities, and increased drainage and maintenance activities.

**Cash Transfers**

Cash transfers to other funds are budgeted to be \$72,937,050 for FY 1999-00. Reasons for the decrease from FY 1998-99 revised appropriations of \$74,142,364 include:

- ◆ Transfers to the Sewer System Construction Fund are budgeted at \$11,056,848 for the FY 1999-00 Approved Budget, a sharp decline from the current year revised budget of \$17,034,023. This decrease is due to the current year appropriations being over-stated; the year-end estimate for FY 1998-99 is \$10,119,924.
- ◆ Transfers to the Sewer System Debt Redemption Fund are budgeted to increase in FY 1999-00, from \$48,767,615 to \$53,070,924. This increase is due the full implementation of debt service on last year's \$160 million sewer revenue bond sale, which increases debt service payments by \$6.2 million in FY 1999-00.
- ◆ Transfers to the General Fund for utility license fees are forecast to be \$8,809,278 for FY 1999-00, versus the \$8,340,726 in revised appropriation for the current year, based on a charge of 7.75% of eligible sewer rate revenues actually received.

*Last year's \$160 million revenue bond sale increases debt service payments by \$6.2 million.*

**Contingency**

General operating contingency is budgeted at \$4,986,126. The compensation set-aside contingency of \$672,919 was calculated using the 1.1% increase as directed by the City's budget office with additional reserves included for compensation studies.

# Sewer System Construction Fund – 552

## FUND SUMMARY

|                                       | Actual<br>FY 1996–97  | Actual<br>FY 1997–98  | Revised<br>FY 1998–99 | Yr End Est.<br>FY 1998–99 | Approved<br>FY 1999–00 | Adopted<br>FY 1999–00 |
|---------------------------------------|-----------------------|-----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| <b>RESOURCES</b>                      |                       |                       |                       |                           |                        |                       |
| <b>External Revenues</b>              |                       |                       |                       |                           |                        |                       |
| <b>Service Charges and Fees</b>       |                       |                       |                       |                           |                        |                       |
| Public Works/Utility Charge           | 2,357,154             | 2,607,673             | 1,951,504             | 2,035,259                 | 1,250,834              | 1,250,834             |
|                                       | 2,357,154             | 2,607,673             | 1,951,504             | 2,035,259                 | 1,250,834              | 1,250,834             |
| <b>Local Sources</b>                  |                       |                       |                       |                           |                        |                       |
| Local Cost Sharing                    | 0                     | 220,000               | 0                     | 0                         | 0                      | 0                     |
|                                       | 0                     | 220,000               | 0                     | 0                         | 0                      | 0                     |
| <b>Miscellaneous Revenues</b>         |                       |                       |                       |                           |                        |                       |
| Bond and Note Sales                   | 109,202,389           | 263,215,684           | 100,000,000           | 159,116,323               | 0                      | 0                     |
| Interest Earned                       | 4,125,656             | 3,488,387             | 2,800,000             | 5,021,612                 | 4,235,379              | 4,235,379             |
|                                       | 113,328,045           | 266,704,071           | 102,800,000           | 164,137,935               | 4,235,379              | 4,235,379             |
| <b>Total External Revenues</b>        | <b>115,685,199</b>    | <b>269,531,744</b>    | <b>104,751,504</b>    | <b>166,173,194</b>        | <b>5,486,213</b>       | <b>5,486,213</b>      |
| <b>Internal Revenues</b>              |                       |                       |                       |                           |                        |                       |
| <b>Other Cash Transfers</b>           |                       |                       |                       |                           |                        |                       |
| LID Construction Fund                 | 0                     | 6,627,813             | 4,000,000             | 4,501,206                 | 4,000,000              | 4,000,000             |
| Sewage System Operating Fund          | 11,688,606            | 10,479,073            | 17,034,023            | 10,119,928                | 11,056,848             | 11,056,848            |
|                                       | 11,688,606            | 17,106,886            | 21,034,023            | 14,621,134                | 15,056,848             | 15,056,848            |
| <b>Federal Grants Transfers</b>       | <b>374,599</b>        | <b>2,834,877</b>      | <b>2,613,403</b>      | <b>1,670,695</b>          | <b>2,791,784</b>       | <b>2,791,784</b>      |
| <b>Total Internal Revenues</b>        | <b>12,063,205</b>     | <b>19,941,763</b>     | <b>23,647,426</b>     | <b>16,291,829</b>         | <b>17,848,632</b>      | <b>17,848,632</b>     |
| <b>Beginning Fund Balance</b>         | <b>41,558,457</b>     | <b>69,845,582</b>     | <b>27,954,462</b>     | <b>18,427,576</b>         | <b>104,319,903</b>     | <b>104,319,903</b>    |
| <b>TOTAL RESOURCES</b>                | <b>\$ 169,306,861</b> | <b>\$ 359,319,089</b> | <b>\$ 156,353,392</b> | <b>\$ 200,892,599</b>     | <b>\$ 127,654,748</b>  | <b>\$ 127,654,748</b> |
| <b>REQUIREMENTS</b>                   |                       |                       |                       |                           |                        |                       |
| <b>Bureau Expenses</b>                |                       |                       |                       |                           |                        |                       |
| <b>External Materials and Service</b> |                       |                       |                       |                           |                        |                       |
| Printing & Distribution               | 1,256,381             | 1,662,087             | 1,343,374             | 554,163                   | 0                      | 0                     |
| Finance & Administration              | 3,832                 | 3,964                 | 0                     | 0                         | 0                      | 0                     |
|                                       | 43,444                | 67,548                | 77,364                | 79,291                    | 0                      | 0                     |
|                                       | 47,276                | 71,512                | 77,364                | 79,291                    | 0                      | 0                     |
| <b>Total Bureau Expenses</b>          | <b>1,303,657</b>      | <b>1,733,599</b>      | <b>1,420,738</b>      | <b>633,454</b>            | <b>0</b>               | <b>0</b>              |
| <b>Fund Requirements</b>              |                       |                       |                       |                           |                        |                       |
| <b>General Operating Contingency</b>  |                       |                       |                       |                           |                        |                       |
| General Operating Contingency         | 0                     | 0                     | 46,278,390            | 0                         | 25,099,135             | 25,099,135            |
|                                       | 0                     | 0                     | 46,278,390            | 0                         | 25,099,135             | 25,099,135            |
| <b>Fund Cash Transfers</b>            |                       |                       |                       |                           |                        |                       |
| LID Construction Fund                 | 89,905                | 74,592                | 56,630                | 56,630                    | 46,633                 | 46,633                |
| Sewage Disposal Debt                  | 0                     | 260,886,492           | 0                     | 0                         | 0                      | 0                     |
| Sewage Operating Fund                 | 98,067,716            | 78,385,643            | 108,597,634           | 95,882,612                | 102,508,980            | 102,508,980           |
|                                       | 98,157,621            | 339,346,727           | 108,654,264           | 95,939,242                | 102,555,613            | 102,555,613           |
| <b>Unappropriated Ending Balance</b>  |                       |                       |                       |                           |                        |                       |
| Unappropriated Ending Balance         | 69,845,583            | 18,427,575            | 0                     | 104,319,903               | 0                      | 0                     |
|                                       | 69,845,583            | 18,427,575            | 0                     | 104,319,903               | 0                      | 0                     |
| <b>Total Fund Requirements</b>        | <b>168,003,204</b>    | <b>357,774,302</b>    | <b>154,932,654</b>    | <b>200,259,145</b>        | <b>127,654,748</b>     | <b>127,654,748</b>    |
| <b>TOTAL REQUIREMENTS</b>             | <b>\$ 169,306,861</b> | <b>\$ 359,507,901</b> | <b>\$ 156,353,392</b> | <b>\$ 200,892,599</b>     | <b>\$ 127,654,748</b>  | <b>\$ 127,654,748</b> |

## LINE ITEM DETAIL – AU 172

|   | Actual<br>FY 1996–97 | Actual<br>FY 1997–98 | Revised<br>FY 1998–99 | Yr End Est.<br>FY 1998–99 | Approved<br>FY 1999–00 | Adopted<br>FY 1999–00 |
|---|----------------------|----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| <b>Materials and Services</b>               |                      |                      |                       |                           |                        |                       |
| <b>External Materials and Service</b>       |                      |                      |                       |                           |                        |                       |
| 521000 Professional Services                | 39,466               | 11,854               | 45,000                | 3,765                     | 0                      | 0                     |
| 529000 Miscellaneous Services               | 509                  | 5,253                | 5,000                 | 500                       | 0                      | 0                     |
| 546000 Refunds                              | 352,297              | 45,323               | 0                     | 0                         | 0                      | 0                     |
| 549000 Miscellaneous                        | 864,109              | 1,599,657            | 1,293,374             | 549,898                   | 0                      | 0                     |
| <b>Total External Materials and Service</b> | <b>1,256,381</b>     | <b>1,662,087</b>     | <b>1,343,374</b>      | <b>554,163</b>            | <b>0</b>               | <b>0</b>              |
| <b>Internal Materials and Service</b>       |                      |                      |                       |                           |                        |                       |
| 552000 Printing & Distribution              | 3,832                | 3,964                | 0                     | 0                         | 0                      | 0                     |
| 559000 Other Fund Services                  | 43,444               | 67,548               | 77,364                | 79,291                    | 0                      | 0                     |
| <b>Total Internal Materials and Service</b> | <b>47,276</b>        | <b>71,512</b>        | <b>77,364</b>         | <b>79,291</b>             | <b>0</b>               | <b>0</b>              |
| <b>Total Materials and Services</b>         | <b>1,303,657</b>     | <b>1,733,599</b>     | <b>1,420,738</b>      | <b>633,454</b>            | <b>0</b>               | <b>0</b>              |
| <b>TOTAL BUREAU EXPENSES</b>                | <b>\$ 1,303,657</b>  | <b>\$ 1,733,599</b>  | <b>\$ 1,420,738</b>   | <b>\$ 633,454</b>         | <b>\$ 0</b>            | <b>\$ 0</b>           |

## FUND OVERVIEW

The Sewer System Construction Fund receives revenues that are dedicated to sewer system capital projects. Since FY 1990-91, direct expenditures for capital projects have been budgeted within the Sewer System Operating Fund and are reimbursed by the Sewer System Construction Fund. The primary resources to the capital program are proceeds from the sale of sewer system revenue bonds, cash transfers from the Sewer System Operating Fund for cash financing of capital improvements, and line and branch charges from new sewer systems.

## CHANGES FROM PRIOR YEAR

## Resources

The Sewer System Construction Fund relies on a variety of resources to fund one-time and ongoing capital requirements. The major resources and the approved totals include the following items:

- ◆ The Beginning Fund Balance for the FY 1999-00 Adopted Budget consists primarily of proceeds remaining from the 1998 Series A sewer system revenue bonds.
- ◆ Transfers of \$11,056,848 represent cash funding of capital improvements from sewer and stormwater rates and other available revenues of the Sewer System Operating Fund.
- ◆ Connection (line and branch) charges are projected to be \$1,250,834 for FY 1999-00.
- ◆ Interest on investments is budgeted at \$4,235,379, reflecting an estimated \$104.3 million fund balance carried over into the next fiscal year.
- ◆ Transfers from the LID Construction Fund are proceeds from the sale of special assessment bonds for financed connection and line and branch charges.
- ◆ Transfers from the Federal Grants Fund are from the third year of an EPA grant for the Tanner Creek stream diversion project; the grant will total \$9 million over four years.

## Requirements

*Transfers to the Sewer System Operating Fund to support direct CIP spending total \$102.5 million.*

## Cash Transfers

Cash Transfers to the Sewer System Operating Fund are reimbursements for direct Capital Improvement Plan expenditures and indirect overhead expenses incurred for the capital improvement program. These transfers are anticipated to be \$102.5 million in FY 1999-00. Transfers to the LID Construction Fund of \$46,633 support financing services offered to property owners who are assessed costs for installation of sewer systems.

**Contingency**

The general operating contingency of \$25.1 million represents bond proceeds and other fund balances that are not required in FY 1999-00 but will be used in the following fiscal year to fund capital improvements.



# Sewage Disposal Debt Redemption Fund – 351

## FUND SUMMARY

|                                      | Actual<br>FY 1996-97 | Actual<br>FY 1997-98  | Revised<br>FY 1998-99 | Yr End Est.<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|--------------------------------------|----------------------|-----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| <b>RESOURCES</b>                     |                      |                       |                       |                           |                        |                       |
| <b>External Revenues</b>             |                      |                       |                       |                           |                        |                       |
| <b>Miscellaneous Revenues</b>        |                      |                       |                       |                           |                        |                       |
| Interest Earned                      | 426,380              | 319,774               | 739                   | 110,864                   | 100,000                | 100,000               |
|                                      | 426,380              | 319,774               | 739                   | 110,864                   | 100,000                | 100,000               |
| <b>Total External Revenues</b>       | 426,380              | 319,774               | 739                   | 110,864                   | 100,000                | 100,000               |
| <b>Internal Revenues</b>             |                      |                       |                       |                           |                        |                       |
| <b>Other Cash Transfers</b>          |                      |                       |                       |                           |                        |                       |
| Sewage System Operating Fund         | 38,552,646           | 42,936,300            | 48,767,615            | 46,354,690                | 53,070,924             | 53,070,924            |
| Sewer System Construction Fund       | 0                    | 260,886,492           | 0                     | 0                         | 0                      | 0                     |
|                                      | 38,552,646           | 303,822,792           | 48,767,615            | 46,354,690                | 53,070,924             | 53,070,924            |
| <b>Total Internal Revenues</b>       | 38,552,646           | 303,822,792           | 48,767,615            | 46,354,690                | 53,070,924             | 53,070,924            |
| <b>Beginning Fund Balance</b>        | 4,588,741            | 10,056,612            | 2,432,056             | 2,808,462                 | 2,800,482              | 2,800,482             |
| <b>TOTAL RESOURCES</b>               | <b>\$ 43,567,767</b> | <b>\$ 314,199,178</b> | <b>\$ 51,200,410</b>  | <b>\$ 49,274,016</b>      | <b>\$ 55,971,406</b>   | <b>\$ 55,971,406</b>  |
| <b>REQUIREMENTS</b>                  |                      |                       |                       |                           |                        |                       |
| <b>Bureau Expenses</b>               |                      |                       |                       |                           |                        |                       |
| <b>Fund Requirements</b>             |                      |                       |                       |                           |                        |                       |
| Debt Retirement                      | 37,425,262           | 312,554,481           | 48,768,354            | 46,473,534                | 53,071,633             | 53,071,633            |
| <b>Unappropriated Ending Balance</b> |                      |                       |                       |                           |                        |                       |
| Unappropriated Ending Balance        | 6,142,505            | 2,808,460             | 2,432,056             | 2,800,482                 | 2,899,773              | 2,899,773             |
|                                      | 6,142,505            | 2,808,460             | 2,432,056             | 2,800,482                 | 2,899,773              | 2,899,773             |
| <b>Total Fund Requirements</b>       | 43,567,767           | 315,362,941           | 51,200,410            | 49,274,016                | 55,971,406             | 55,971,406            |
| <b>TOTAL REQUIREMENTS</b>            | <b>\$ 43,567,767</b> | <b>\$ 315,362,941</b> | <b>\$ 51,200,410</b>  | <b>\$ 49,274,016</b>      | <b>\$ 55,971,406</b>   | <b>\$ 55,971,406</b>  |

## FUND OVERVIEW

This fund pays the principal and interest on revenue bonds, notes, and State loans issued to finance sewer system improvements.

## CHANGES FROM PRIOR YEAR

**Revenue Source** Debt service is paid from sewer and stormwater user charges and other revenues of the Sewer System Operating Fund, with cash transfers from the operating fund totaling \$53,070,924 in FY 1999-00.

**Debt Balance** The total amount of sewer system debt outstanding at the beginning of FY 1999-00 is estimated to be \$643.0 million for senior lien (bonded) debt, and \$676,000 for junior lien debt. The bureau anticipates no bond sale in FY 1999-00, relying on the proceeds remaining from the current year's \$160 million issue.

**Expenditures** Debt service expenditures will increase in FY 1999-00 compared to the FY 1998-99 Revised Budget, from \$48,768,354 to \$53,071,633. This increase is due to the full effect of last year's \$160 million sewer revenue bond sale, which increases debt service payments by \$6.2 million in FY 1999-00.

The fund is managed on a cash basis, with cash transfers from the Sewer System Operating Fund set to maintain a \$10,000 unrestricted ending cash balance plus any restricted cash balances as required by bond and loan covenants.

# Sewage Disposal Debt Redemption Fund – 351

## DEBT REDEMPTION SCHEDULE

| Bond Description  | Amount Issued | Fiscal Year | Principal   | Coupon | Interest   | Total P+I   |
|-------------------|---------------|-------------|-------------|--------|------------|-------------|
| 1992 Series A     | 75,590,000    | 1999/00     | 1,915,000   | 5.40%  | 399,560    | 2,314,560   |
| Revenue           |               | 2000/01     | 2,015,000   | 5.40%  | 293,450    | 2,308,450   |
| 10/15/92          |               | 2001/02     | 2,130,000   | 5.40%  | 181,535    | 2,311,535   |
| Due 4/1           |               | 2002/03     | 2,255,000   | 5.50%  | 62,013     | 2,317,013   |
|                   |               | TOTAL       | 8,315,000   |        | 936,558    | 9,251,558   |
| 1992 Series B     | 21,860,000    | 1999/00     | 2,260,000   | 5.10%  | 699,173    | 2,959,173   |
| Revenue           |               | 2000/01     | 2,375,000   | 5.25%  | 583,913    | 2,958,913   |
| 10/15/92          |               | 2001/02     | 2,500,000   | 5.40%  | 459,225    | 2,959,225   |
| Due 04/01         |               | 2002/03     | 2,640,000   | 5.50%  | 324,225    | 2,964,225   |
|                   |               | 2003/04     | 2,780,000   | 5.50%  | 179,025    | 2,959,025   |
|                   |               | 2004/05     | 475,000     | 5.50%  | 26,125     | 501,125     |
|                   |               | TOTAL       | 13,030,000  |        | 2,271,685  | 15,301,685  |
| 1993 Series A     | 54,520,000    | 1999/00     | 2,185,000   | 4.40%  | 2,525,610  | 4,710,610   |
| Revenue           |               | 2000/01     | 2,285,000   | 4.50%  | 2,429,470  | 4,714,470   |
| 07/15/93          |               | 2001/02     | 2,385,000   | 4.60%  | 2,326,645  | 4,711,645   |
| Due 3/1           |               | 2002/03     | 2,485,000   | 4.70%  | 2,216,935  | 4,701,935   |
|                   |               | 2003/04     | 2,610,000   | 4.80%  | 2,100,140  | 4,710,140   |
|                   |               | 2004/05     | 5,190,000   | 4.90%  | 1,974,860  | 7,164,860   |
|                   |               | 2005/06     | 6,040,000   | 5.00%  | 1,720,550  | 7,760,550   |
|                   |               | 2006/07     | 6,345,000   | 5.10%  | 1,418,550  | 7,763,550   |
|                   |               | 2007/08     | 6,665,000   | 5.15%  | 1,094,955  | 7,759,955   |
|                   |               | 2008/09     | 7,010,000   | 5.20%  | 751,708    | 7,761,708   |
|                   |               | 2009/10     | 7,375,000   | 5.25%  | 387,188    | 7,762,188   |
|                   |               | TOTAL       | 50,575,000  |        | 18,946,610 | 69,521,610  |
| 1994 Series A     | 250,000,000   | 1999/00     | 8,110,000   | 6.50%  | 2,549,725  | 10,659,725  |
| Revenue           |               | 2000/01     | 8,640,000   | 5.25%  | 2,022,575  | 10,662,575  |
| 07/15/94          |               | 2001/02     | 9,090,000   | 5.35%  | 1,568,975  | 10,658,975  |
| Due 3/1           |               | 2002/03     | 9,580,000   | 5.45%  | 1,082,660  | 10,662,660  |
|                   |               | 2003/04     | 10,100,000  | 5.50%  | 560,550    | 10,660,550  |
|                   |               | TOTAL       | 45,520,000  |        | 7,784,485  | 53,304,485  |
| 1996 Series A     | 110,000,000   | 1999/00     | 1,225,000   | 5.13%  | 5,721,775  | 6,946,775   |
| Revenue           |               | 2000/01     | 1,290,000   | 5.13%  | 5,658,994  | 6,948,994   |
| 11/01/96          |               | 2001/02     | 1,360,000   | 5.13%  | 5,592,881  | 6,952,881   |
| Due 06/01         |               | 2002/03     | 1,425,000   | 5.13%  | 5,523,181  | 6,948,181   |
|                   |               | 2003/04     | 1,495,000   | 5.13%  | 5,450,150  | 6,945,150   |
|                   |               | 2004/05     | 1,575,000   | 5.13%  | 5,373,531  | 6,948,531   |
|                   |               | 2005/06     | 1,655,000   | 5.13%  | 5,292,813  | 6,947,813   |
|                   |               | 2006/07     | 1,740,000   | 5.13%  | 5,207,994  | 6,947,994   |
|                   |               | 2007/08     | 1,830,000   | 5.13%  | 5,118,819  | 6,948,819   |
|                   |               | 2008/09     | 1,920,000   | 5.13%  | 5,025,031  | 6,945,031   |
|                   |               | 2009/10     | 2,025,000   | 5.13%  | 4,926,631  | 6,951,631   |
|                   |               | 2010/11     | 2,125,000   | 5.20%  | 4,822,850  | 6,947,850   |
|                   |               | 2011/12     | 2,235,000   | 5.25%  | 4,712,350  | 6,947,350   |
|                   |               | 2012/13     | 2,355,000   | 5.25%  | 4,595,013  | 6,950,013   |
|                   |               | 2013/14     | 2,475,000   | 5.25%  | 4,471,375  | 6,946,375   |
|                   |               | 2014/15     | 2,605,000   | 5.25%  | 4,341,438  | 6,946,438   |
|                   |               | 2015/16     | 38,090,000  | 5.25%  | 4,204,675  | 42,294,675  |
|                   |               | 2016/17     | 40,090,000  | 5.50%  | 2,204,950  | 42,294,950  |
|                   |               | TOTAL       | 107,515,000 |        | 88,244,450 | 195,759,450 |
| 1997 Series A     | 262,500,000   | 1999/00     | 745,000     | 5.00%  | 13,277,650 | 14,022,650  |
| Revenue Refunding |               | 2000/01     | 780,000     | 5.00%  | 13,240,400 | 14,020,400  |
| 08/15/97          |               | 2001/02     | 820,000     | 5.00%  | 13,201,400 | 14,021,400  |
| Due 06/01         |               | 2002/03     | 860,000     | 5.00%  | 13,160,400 | 14,020,400  |
|                   |               | 2003/04     | 3,220,000   | 5.00%  | 13,117,400 | 16,337,400  |
|                   |               | 2004/05     | 14,040,000  | 5.50%  | 12,956,400 | 26,996,400  |
|                   |               | 2005/06     | 14,720,000  | 6.00%  | 12,184,200 | 26,904,200  |
|                   |               | 2006/07     | 15,600,000  | 6.00%  | 11,301,000 | 26,901,000  |
|                   |               | 2007/08     | 17,215,000  | 5.00%  | 10,365,000 | 27,580,000  |
|                   |               | 2008/09     | 18,080,000  | 5.00%  | 9,504,250  | 27,584,250  |
|                   |               | 2009/10     | 18,980,000  | 5.00%  | 8,600,250  | 27,580,250  |

# Sewage Disposal Debt Redemption Fund – 351

## DEBT REDEMPTION SCHEDULE

| Bond Description      | Amount Issued | Fiscal Year | Principal   | Coupon | Interest    | Total P+I   |
|-----------------------|---------------|-------------|-------------|--------|-------------|-------------|
|                       |               | 2010/11     | 27,695,000  | 5.00%  | 7,651,250   | 35,346,250  |
|                       |               | 2011/12     | 29,080,000  | 5.00%  | 6,266,500   | 35,346,500  |
|                       |               | 2012/13     | 30,530,000  | 5.00%  | 4,812,500   | 35,342,500  |
|                       |               | 2013/14     | 32,055,000  | 5.00%  | 3,286,000   | 35,341,000  |
|                       |               | 2014/15     | 33,665,000  | 5.00%  | 1,683,250   | 35,348,250  |
|                       |               | TOTAL       | 258,085,000 |        | 154,607,850 | 412,692,850 |
| 1998 Series A         | 160,000,000   | 1999/00     | 3,990,000   | 5.00%  | 7,411,805   | 11,401,805  |
| Revenue               |               | 2000/01     | 4,180,000   | 5.00%  | 7,212,305   | 11,392,305  |
| 09/15/98              |               | 2001/02     | 4,390,000   | 3.70%  | 7,003,305   | 11,393,305  |
| Due 06/01             |               | 2002/03     | 4,560,000   | 5.00%  | 6,840,875   | 11,400,875  |
|                       |               | 2003/04     | 4,780,000   | 4.25%  | 6,612,875   | 11,392,875  |
|                       |               | 2004/05     | 4,990,000   | 4.25%  | 6,409,725   | 11,399,725  |
|                       |               | 2005/06     | 5,200,000   | 4.25%  | 6,197,650   | 11,397,650  |
|                       |               | 2006/07     | 5,420,000   | 4.00%  | 5,976,650   | 11,396,650  |
|                       |               | 2007/08     | 5,640,000   | 5.25%  | 5,759,850   | 11,399,850  |
|                       |               | 2008/09     | 5,940,000   | 5.13%  | 5,463,750   | 11,403,750  |
|                       |               | 2009/10     | 6,240,000   | 5.13%  | 5,159,325   | 11,399,325  |
|                       |               | 2010/11     | 6,560,000   | 5.13%  | 4,839,525   | 11,399,525  |
|                       |               | 2011/12     | 6,890,000   | 5.13%  | 4,503,325   | 11,393,325  |
|                       |               | 2012/13     | 7,250,000   | 5.13%  | 4,150,213   | 11,400,213  |
|                       |               | 2013/14     | 7,620,000   | 4.50%  | 3,778,650   | 11,398,650  |
|                       |               | 2014/15     | 7,960,000   | 4.50%  | 3,435,750   | 11,395,750  |
|                       |               | 2015/16     | 8,320,000   | 4.50%  | 3,077,550   | 11,397,550  |
|                       |               | 2016/17     | 8,690,000   | 4.50%  | 2,703,150   | 11,393,150  |
|                       |               | 2017/18     | 51,380,000  | 4.50%  | 2,312,100   | 53,692,100  |
|                       |               | TOTAL       | 160,000,000 |        | 98,848,378  | 258,848,378 |
| Wastewater Financing  | 700,000       | 1999/00     | 23,985      | 4.91%  | 32,350      | 56,335      |
| Economic Dev. Loan    |               | 2000/01     | 24,148      | 4.909% | 31,366      | 55,514      |
| 10/8/1997             |               | 2001/02     | 24,323      | 4.909% | 30,352      | 54,675      |
| Due 12/01             |               | 2002/03     | 24,507      | 4.909% | 29,318      | 53,825      |
|                       |               | 2003/04     | 24,700      | 4.909% | 28,264      | 52,964      |
|                       |               | 2004/05     | 29,906      | 4.909% | 27,178      | 57,084      |
|                       |               | 2005/06     | 30,124      | 4.909% | 25,847      | 55,971      |
|                       |               | 2006/07     | 30,355      | 4.909% | 24,492      | 54,847      |
|                       |               | 2007/08     | 30,598      | 4.909% | 23,111      | 53,709      |
|                       |               | 2008/09     | 35,858      | 4.909% | 21,688      | 57,546      |
|                       |               | 2009/10     | 36,136      | 4.909% | 19,985      | 56,121      |
|                       |               | 2010/11     | 36,442      | 4.909% | 18,179      | 54,621      |
|                       |               | 2011/12     | 41,764      | 4.909% | 16,357      | 58,121      |
|                       |               | 2012/13     | 42,103      | 4.909% | 14,269      | 56,372      |
|                       |               | 2013/14     | 42,457      | 4.909% | 12,163      | 54,620      |
|                       |               | 2014/15     | 47,831      | 4.909% | 10,041      | 57,872      |
|                       |               | 2015/16     | 48,223      | 4.909% | 7,649       | 55,872      |
|                       |               | 2016/17     | 48,634      | 4.909% | 5,237       | 53,871      |
|                       |               | 2017/18     | 54,073      | 4.909% | 2,757       | 56,830      |
|                       |               | TOTAL       | 676,167     |        | 380,603     | 1,056,770   |
| COMBINED DEBT SERVICE | 935,170,000   | 1999/00     | 20,453,985  |        | 32,617,648  | 53,071,633  |
|                       |               | 2000/01     | 21,589,148  |        | 31,472,472  | 53,061,620  |
|                       |               | 2001/02     | 22,699,323  |        | 30,364,318  | 53,063,641  |
|                       |               | 2002/03     | 23,829,507  |        | 29,239,607  | 53,069,114  |
|                       |               | 2003/04     | 25,009,700  |        | 28,048,404  | 53,058,104  |
|                       |               | 2004/05     | 26,299,906  |        | 26,767,819  | 53,067,725  |
|                       |               | 2005/06     | 27,645,124  |        | 25,421,060  | 53,066,184  |
|                       |               | 2006/07     | 29,135,355  |        | 23,928,686  | 53,064,041  |
|                       |               | 2007/08     | 31,380,598  |        | 22,361,735  | 53,742,333  |
|                       |               | 2008/09     | 32,985,858  |        | 20,766,427  | 53,752,285  |
|                       |               | 2009/10     | 34,656,136  |        | 19,093,379  | 53,749,515  |
|                       |               | 2010/11     | 36,416,442  |        | 17,331,804  | 53,748,246  |
|                       |               | 2011/12     | 38,246,764  |        | 15,498,532  | 53,745,296  |
|                       |               | 2012/13     | 40,177,103  |        | 13,571,994  | 53,749,097  |

# Sewage Disposal Debt Redemption Fund – 351

## DEBT REDEMPTION SCHEDULE

| Bond Description               | Amount<br>Issued | Fiscal Year | Principal             | Coupon | Interest              | Total P+I              |
|--------------------------------|------------------|-------------|-----------------------|--------|-----------------------|------------------------|
|                                |                  | 2013/14     | 42,192,457            |        | 11,548,188            | 53,740,645             |
|                                |                  | 2014/15     | 44,277,831            |        | 9,470,479             | 53,748,310             |
|                                |                  | 2015/16     | 46,458,223            |        | 7,289,874             | 53,748,097             |
|                                |                  | 2016/17     | 48,828,634            |        | 4,913,337             | 53,741,971             |
|                                |                  | 2017/18     | 51,434,073            |        | 2,314,857             | 53,748,930             |
| <b>TOTAL FUND DEBT SERVICE</b> |                  |             | <b>\$ 643,716,167</b> |        | <b>\$ 372,020,618</b> | <b>\$1,015,736,785</b> |

# Sewer System Rate Stabilization Fund – 632

## FUND SUMMARY

|                                      | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Yr End Est.<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|--------------------------------------|----------------------|----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| <b>RESOURCES</b>                     |                      |                      |                       |                           |                        |                       |
| <b>External Revenues</b>             |                      |                      |                       |                           |                        |                       |
| <b>Miscellaneous Revenues</b>        |                      |                      |                       |                           |                        |                       |
| Interest Earned                      | 1,419,963            | 1,124,935            | 650,253               | 840,064                   | 646,071                | 646,071               |
|                                      | 1,419,963            | 1,124,935            | 650,253               | 840,064                   | 646,071                | 646,071               |
| <b>Total External Revenues</b>       | <b>1,419,963</b>     | <b>1,124,935</b>     | <b>650,253</b>        | <b>840,064</b>            | <b>646,071</b>         | <b>646,071</b>        |
| <b>Internal Revenues</b>             |                      |                      |                       |                           |                        |                       |
| <b>Other Cash Transfers</b>          |                      |                      |                       |                           |                        |                       |
| Sewage System Operating Fund         | 0                    | 83,725               | 0                     | 0                         | 0                      | 0                     |
|                                      | 0                    | 83,725               | 0                     | 0                         | 0                      | 0                     |
| <b>Total Internal Revenues</b>       | <b>0</b>             | <b>83,725</b>        | <b>0</b>              | <b>0</b>                  | <b>0</b>               | <b>0</b>              |
| <b>Beginning Fund Balance</b>        | <b>29,345,519</b>    | <b>18,815,482</b>    | <b>12,400,731</b>     | <b>15,574,142</b>         | <b>13,339,206</b>      | <b>13,339,206</b>     |
| <b>TOTAL RESOURCES</b>               | <b>\$ 30,765,482</b> | <b>\$ 20,024,142</b> | <b>\$ 13,050,984</b>  | <b>\$ 16,414,206</b>      | <b>\$ 13,985,277</b>   | <b>\$ 13,985,277</b>  |
| <b>REQUIREMENTS</b>                  |                      |                      |                       |                           |                        |                       |
| <b>Bureau Expenses</b>               |                      |                      |                       |                           |                        |                       |
| <b>Fund Requirements</b>             |                      |                      |                       |                           |                        |                       |
| <b>General Operating Contingency</b> |                      |                      |                       |                           |                        |                       |
| General Operating Contingency        | 0                    | 0                    | 4,050,984             | 0                         | 6,010,277              | 6,010,277             |
|                                      | 0                    | 0                    | 4,050,984             | 0                         | 6,010,277              | 6,010,277             |
| <b>Fund Cash Transfers</b>           |                      |                      |                       |                           |                        |                       |
| Sewage Operating Fund                | 11,950,000           | 4,450,000            | 9,000,000             | 3,075,000                 | 7,975,000              | 7,975,000             |
|                                      | 11,950,000           | 4,450,000            | 9,000,000             | 3,075,000                 | 7,975,000              | 7,975,000             |
| <b>Unappropriated Ending Balance</b> |                      |                      |                       |                           |                        |                       |
| Unappropriated Ending Balance        | 18,815,482           | 15,574,142           | 0                     | 13,339,206                | 0                      | 0                     |
|                                      | 18,815,482           | 15,574,142           | 0                     | 13,339,206                | 0                      | 0                     |
| <b>Total Fund Requirements</b>       | <b>30,765,482</b>    | <b>20,024,142</b>    | <b>13,050,984</b>     | <b>16,414,206</b>         | <b>13,985,277</b>      | <b>13,985,277</b>     |
| <b>TOTAL REQUIREMENTS</b>            | <b>\$ 30,765,482</b> | <b>\$ 20,024,142</b> | <b>\$ 13,050,984</b>  | <b>\$ 16,414,206</b>      | <b>\$ 13,985,277</b>   | <b>\$ 13,985,277</b>  |

## FUND OVERVIEW

*The fund is planned to be virtually depleted by FY 2001-02, except for operating reserves.*

The Sewer System Rate Stabilization Fund was created in 1987 to enable the bureau to smooth forecast rate increases by managing fluctuations in sewer system revenues over several years. The bureau's master bond ordinance allows transfers to the Sewer System Rate Stabilization Fund to be treated as operating expenses and transfers from the Sewer System Rate Stabilization Fund as operating revenues for purposes of calculating debt service coverage ratios. The bureau's financial plan anticipates that fund balances will be drawn down beginning in FY 1996-97 and will be functionally depleted by FY 2001-02, to a remaining reserve of approximately 1% of operating expenditures.

## CHANGES FROM PRIOR YEAR

### Resources

The beginning fund balance for the FY 1999-00 Adopted Budget is estimated to \$13,339,206. Interest on investment of \$646,071 is predicted to decline as the fund is drawn down.

### Requirements

The planned cash transfers to the Sewer System Operating Fund for FY 1999-00 total \$7,975,000, with the estimated ending fund balance (which is shown as contingency) being reduced to \$6.0 million, from a high of \$29.3 million in FY 1995-96. After FY 1999-00, drawdowns of the fund balance are estimated to be \$3.7 million and \$1.5 million per year until FY 2001-02, when only the 1% reserve will remain.

# Sewer System Safety Net Fund – 633

## FUND SUMMARY

|   | Actual<br>FY 1996–97 | Actual<br>FY 1997–98 | Revised<br>FY 1998–99 | Yr End Est.<br>FY 1998–99 | Approved<br>FY 1999–00 | Adopted<br>FY 1999–00 |
|---|----------------------|----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| <b>RESOURCES</b>                            |                      |                      |                       |                           |                        |                       |
| <b>External Revenues</b>                    |                      |                      |                       |                           |                        |                       |
| <b>Miscellaneous Revenues</b>               |                      |                      |                       |                           |                        |                       |
| Collection of Assessment                    | 1,389                | 0                    | 75,000                | 6,400                     | 0                      | 0                     |
| Interest Earned                             | 10,906               | 16,541               | 5,000                 | 1,500                     | 5,000                  | 5,000                 |
| Loan Repayments                             | 83,909               | 73,724               | 300,000               | 75,000                    | 75,000                 | 75,000                |
|   | 96,204               | 90,265               | 380,000               | 82,900                    | 80,000                 | 80,000                |
| <b>Total External Revenues</b>              | 96,204               | 90,265               | 380,000               | 82,900                    | 80,000                 | 80,000                |
| <b>Internal Revenues</b>                    |                      |                      |                       |                           |                        |                       |
| Beginning Fund Balance                      | 3,218,308            | 2,605,019            | 2,110,019             | 1,879,930                 | 1,879,930              | 1,879,930             |
| <b>TOTAL RESOURCES</b>                      | <b>\$ 3,314,512</b>  | <b>\$ 2,695,284</b>  | <b>\$ 2,490,019</b>   | <b>\$ 1,962,830</b>       | <b>\$ 1,959,930</b>    | <b>\$ 1,959,930</b>   |
| <b>REQUIREMENTS</b>                         |                      |                      |                       |                           |                        |                       |
| <b>Bureau Expenses</b>                      |                      |                      |                       |                           |                        |                       |
| External Materials and Service              | 709,492              | 815,354              | 415,500               | 82,900                    | 1,959,930              | 1,959,930             |
| <b>Total Bureau Expenses</b>                | 709,492              | 815,354              | 415,500               | 82,900                    | 1,959,930              | 1,959,930             |
| <b>Fund Requirements</b>                    |                      |                      |                       |                           |                        |                       |
| <b>General Operating Contingency</b>        |                      |                      |                       |                           |                        |                       |
| General Operating Contingency               | 0                    | 0                    | 2,074,519             | 0                         | 0                      | 0                     |
|   | 0                    | 0                    | 2,074,519             | 0                         | 0                      | 0                     |
| <b>Unappropriated Ending Balance</b>        |                      |                      |                       |                           |                        |                       |
| Unappropriated Ending Balance               | 2,605,020            | 1,879,930            | 0                     | 1,879,930                 | 0                      | 0                     |
|   | 2,605,020            | 1,879,930            | 0                     | 1,879,930                 | 0                      | 0                     |
| <b>Total Fund Requirements</b>              | 2,605,020            | 1,879,930            | 2,074,519             | 1,879,930                 | 0                      | 0                     |
| <b>TOTAL REQUIREMENTS</b>                   | <b>\$ 3,314,512</b>  | <b>\$ 2,695,284</b>  | <b>\$ 2,490,019</b>   | <b>\$ 1,962,830</b>       | <b>\$ 1,959,930</b>    | <b>\$ 1,959,930</b>   |
| <b>LINE ITEM DETAIL – AU 221</b>            |                      |                      |                       |                           |                        |                       |
| <b>Materials and Services</b>               |                      |                      |                       |                           |                        |                       |
| <b>External Materials and Service</b>       |                      |                      |                       |                           |                        |                       |
| 545000 Interest                             | 709,492              | 815,354              | 415,500               | 82,900                    | 0                      | 0                     |
| 549000 Miscellaneous                        | 0                    | 0                    | 0                     | 0                         | 1,959,930              | 1,959,930             |
| <b>Total External Materials and Service</b> | 709,492              | 815,354              | 415,500               | 82,900                    | 1,959,930              | 1,959,930             |
| <b>Total Materials and Services</b>         | 709,492              | 815,354              | 415,500               | 82,900                    | 1,959,930              | 1,959,930             |
| <b>TOTAL BUREAU EXPENSES</b>                | <b>\$ 709,492</b>    | <b>\$ 815,354</b>    | <b>\$ 415,500</b>     | <b>\$ 82,900</b>          | <b>\$ 1,959,930</b>    | <b>\$ 1,959,930</b>   |

## FUND OVERVIEW

This fund was established in 1987 for the deposit of moneys from the State Assessment Deferral Loan Fund, managed by the Department of Environmental Quality. Moneys in the Sewer System Safety Net Fund are used to make loans to low-income home owners within the boundaries of the Mid-County Sewer Project who qualify for participation in the Safety Net Program. Repayment of safety net assessment loans are deferred until the property ownership changes or the property owner no longer qualifies. No additional loans from the State Assessment Deferral Loan Fund have been made since July 1996 because the volume of loan applications has not been sufficient to justify the administration costs associated with the DEQ loan agreements. The beginning fund balance represents outstanding loan receivables that are due to DEQ when collected. The budgeted requirements of the fund are estimated collections and payments to DEQ.

**CHANGES FROM PRIOR YEAR**

The FY 1999-00 Adopted Budget anticipates a substantial increase in loan repayments because of the termination of deferrals that were initiated five years ago. The repayment activity will also be affected by a significant increase in mortgage refinancings during the current period of low mortgage interest rates. Loan repayments are now occurring within the debt services expense categories, as requested by the City's Accounting Division.

# Sewer Revolving Loan Fund – 636

## FUND SUMMARY

|   | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Yr End Est.<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|----------------------|----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| <b>RESOURCES</b>                            |                      |                      |                       |                           |                        |                       |
| <b>External Revenues</b>                    |                      |                      |                       |                           |                        |                       |
| <b>Service Charges and Fees</b>             |                      |                      |                       |                           |                        |                       |
| Public Works/Utility Charge                 | 236,248              | 349,303              | 545,000               | 741,391                   | 400,000                | 400,000               |
|   | 236,248              | 349,303              | 545,000               | 741,391                   | 400,000                | 400,000               |
| <b>Miscellaneous Revenues</b>               |                      |                      |                       |                           |                        |                       |
| Interest Earned                             | 51,681               | 50,943               | 68,414                | 72,432                    | 35,000                 | 35,000                |
| Loan Repayments                             | 18,129               | 21,565               | 0                     | 0                         | 0                      | 0                     |
|   | 69,810               | 72,508               | 68,414                | 72,432                    | 35,000                 | 35,000                |
| <b>Total External Revenues</b>              | <b>306,058</b>       | <b>421,811</b>       | <b>613,414</b>        | <b>813,823</b>            | <b>435,000</b>         | <b>435,000</b>        |
| <b>Internal Revenues</b>                    |                      |                      |                       |                           |                        |                       |
| <b>Interfund Service Reimbursements</b>     |                      |                      |                       |                           |                        |                       |
| Housing & Community Development             | 0                    | 0                    | 366,000               | 262,690                   | 200,000                | 200,000               |
|   | 0                    | 0                    | 366,000               | 262,690                   | 200,000                | 200,000               |
| <b>Total Internal Revenues</b>              | <b>0</b>             | <b>0</b>             | <b>366,000</b>        | <b>262,690</b>            | <b>200,000</b>         | <b>200,000</b>        |
| <b>Beginning Fund Balance</b>               | <b>1,142,836</b>     | <b>1,235,963</b>     | <b>539,662</b>        | <b>1,271,838</b>          | <b>1,445,708</b>       | <b>1,445,708</b>      |
| <b>TOTAL RESOURCES</b>                      | <b>\$ 1,448,894</b>  | <b>\$ 1,657,774</b>  | <b>\$ 1,519,076</b>   | <b>\$ 2,348,351</b>       | <b>\$ 2,080,708</b>    | <b>\$ 2,080,708</b>   |
| <b>REQUIREMENTS</b>                         |                      |                      |                       |                           |                        |                       |
| <b>Bureau Expenses</b>                      |                      |                      |                       |                           |                        |                       |
| <b>External Materials and Service</b>       |                      |                      |                       |                           |                        |                       |
| <b>Total Bureau Expenses</b>                | <b>212,931</b>       | <b>385,936</b>       | <b>675,000</b>        | <b>902,643</b>            | <b>600,000</b>         | <b>600,000</b>        |
| <b>Fund Requirements</b>                    |                      |                      |                       |                           |                        |                       |
| <b>General Operating Contingency</b>        |                      |                      |                       |                           |                        |                       |
| General Operating Contingency               | 0                    | 0                    | 156,000               | 0                         | 1,480,708              | 1,480,708             |
|   | 0                    | 0                    | 156,000               | 0                         | 1,480,708              | 1,480,708             |
| <b>Unappropriated Ending Balance</b>        |                      |                      |                       |                           |                        |                       |
| Unappropriated Ending Balance               | 1,235,963            | 1,271,838            | 688,076               | 1,445,708                 | 0                      | 0                     |
|   | 1,235,963            | 1,271,838            | 688,076               | 1,445,708                 | 0                      | 0                     |
| <b>Total Fund Requirements</b>              | <b>1,235,963</b>     | <b>1,271,838</b>     | <b>844,076</b>        | <b>1,445,708</b>          | <b>1,480,708</b>       | <b>1,480,708</b>      |
| <b>TOTAL REQUIREMENTS</b>                   | <b>\$ 1,448,894</b>  | <b>\$ 1,657,774</b>  | <b>\$ 1,519,076</b>   | <b>\$ 2,348,351</b>       | <b>\$ 2,080,708</b>    | <b>\$ 2,080,708</b>   |
| <b>LINE ITEM DETAIL – AU 225</b>            |                      |                      |                       |                           |                        |                       |
| <b>Materials and Services</b>               |                      |                      |                       |                           |                        |                       |
| <b>External Materials and Service</b>       |                      |                      |                       |                           |                        |                       |
| 521000 Professional Services                | 0                    | 0                    | 10,000                | 0                         | 0                      | 0                     |
| 529000 Miscellaneous Services               | 0                    | 50,309               | 100,000               | 212,381                   | 200,000                | 200,000               |
| 549000 Miscellaneous                        | 212,931              | 335,627              | 565,000               | 690,262                   | 400,000                | 400,000               |
| <b>Total External Materials and Service</b> | <b>212,931</b>       | <b>385,936</b>       | <b>675,000</b>        | <b>902,643</b>            | <b>600,000</b>         | <b>600,000</b>        |
| <b>Total Materials and Services</b>         | <b>212,931</b>       | <b>385,936</b>       | <b>675,000</b>        | <b>902,643</b>            | <b>600,000</b>         | <b>600,000</b>        |
| <b>TOTAL BUREAU EXPENSES</b>                | <b>\$ 212,931</b>    | <b>\$ 385,936</b>    | <b>\$ 675,000</b>     | <b>\$ 902,643</b>         | <b>\$ 600,000</b>      | <b>\$ 600,000</b>     |

## FUND OVERVIEW

This fund was established in FY 1992-93 for the purpose of administering the private plumbing loan program contained within the Mid-County Financial Assistance Program passed by the City Council in March 1992. The initial seed money for these loans came from the Sewer System Operating Fund, to be used for loans to assist eligible property owners in financing the private plumbing costs associated with their required connection to the City sewer system. The interest rate charged on the loans will reflect the bureau's cost of obtaining funds, including an allowance for delinquencies and administrative costs, resulting in no ratepayer subsidy.



**CHANGES FROM PRIOR YEAR**

Loan activity is expected to decline from the peak levels of FY 1998-99 as the Mid-Multnomah County construction schedule was completed and most developed properties have been connected to sanitary sewers. Revenues include \$400,000 in liens receivable for loans made, and a \$200,000 transfer from the Housing and Community Development Fund to reimburse the fund for loans made through the federally subsidized Sewers-On-Site Program.

# Refuse Disposal Fund – 157

## FUND SUMMARY

|   | Actual<br>FY 1996–97 | Actual<br>FY 1997–98 | Revised<br>FY 1998–99 | Yr End Est.<br>FY 1998–99 | Approved<br>FY 1999–00 | Adopted<br>FY 1999–00 |
|---|----------------------|----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| <b>RESOURCES</b>                        |                      |                      |                       |                           |                        |                       |
| <b>External Revenues</b>                |                      |                      |                       |                           |                        |                       |
| <b>Licenses and Permits</b>             |                      |                      |                       |                           |                        |                       |
| Other Permits                           | 7,140                | 3,960                | 0                     | 0                         | 0                      | 0                     |
| Public Utility Licenses                 | 1,199,161            | 1,157,668            | 717,416               | 1,017,131                 | 1,053,735              | 1,053,735             |
|   | 1,206,301            | 1,161,628            | 717,416               | 1,017,131                 | 1,053,735              | 1,053,735             |
| <b>Service Charges and Fees</b>         |                      |                      |                       |                           |                        |                       |
| Miscellaneous                           | 340                  | 4,753                | 0                     | 0                         | 0                      | 0                     |
| Public Works/Utility Charge             | 1,059,096            | 1,119,155            | 954,800               | 917,897                   | 919,144                | 919,144               |
| Rents and Reimbursements                | 5,642                | 6,869                | 10,200                | 10,200                    | 10,230                 | 10,230                |
|   | 1,065,078            | 1,130,777            | 965,000               | 928,097                   | 929,374                | 929,374               |
| <b>Local Sources</b>                    |                      |                      |                       |                           |                        |                       |
| Local Cost Sharing                      | 349,934              | 291,927              | 300,000               | 300,000                   | 300,000                | 300,000               |
|   | 349,934              | 291,927              | 300,000               | 300,000                   | 300,000                | 300,000               |
| <b>Miscellaneous Revenues</b>           |                      |                      |                       |                           |                        |                       |
| Interest Earned                         | 179,565              | 231,260              | 190,415               | 254,845                   | 251,343                | 251,343               |
| Other Miscellaneous                     | 38,357               | 62,612               | 3,500                 | 8,000                     | 4,500                  | 4,500                 |
| Private Grants/Donations                | 10,000               | 0                    | 0                     | 0                         | 0                      | 0                     |
| Refunds                                 | 30                   | 0                    | 0                     | 0                         | 0                      | 0                     |
| Sales Miscellaneous                     | 120                  | 0                    | 0                     | 0                         | 0                      | 0                     |
|   | 228,072              | 293,872              | 193,915               | 262,845                   | 255,843                | 255,843               |
| <b>Total External Revenues</b>          | <b>2,849,385</b>     | <b>2,878,204</b>     | <b>2,176,331</b>      | <b>2,508,073</b>          | <b>2,538,952</b>       | <b>2,538,952</b>      |
| <b>Internal Revenues</b>                |                      |                      |                       |                           |                        |                       |
| <b>Other Cash Transfers</b>             |                      |                      |                       |                           |                        |                       |
| Housing & Community Development         | 1,840                | 0                    | 2,375                 | 2,375                     | 2,393                  | 2,393                 |
|   | 1,840                | 0                    | 2,375                 | 2,375                     | 2,393                  | 2,393                 |
| <b>Interfund Service Reimbursements</b> |                      |                      |                       |                           |                        |                       |
| Housing & Community Development         | 11,622               | 0                    | 33,828                | 0                         | 15,000                 | 15,000                |
|   | 11,622               | 0                    | 33,828                | 0                         | 15,000                 | 15,000                |
| <b>Total Internal Revenues</b>          | <b>13,462</b>        | <b>0</b>             | <b>36,203</b>         | <b>2,375</b>              | <b>17,393</b>          | <b>17,393</b>         |
| <b>Beginning Fund Balance</b>           | <b>2,809,431</b>     | <b>3,543,019</b>     | <b>3,866,415</b>      | <b>4,510,187</b>          | <b>4,435,972</b>       | <b>4,435,972</b>      |
| <b>TOTAL RESOURCES</b>                  | <b>\$ 5,672,278</b>  | <b>\$ 6,421,223</b>  | <b>\$ 6,078,949</b>   | <b>\$ 7,020,635</b>       | <b>\$ 6,992,317</b>    | <b>\$ 6,992,317</b>   |

## REQUIREMENTS

|                                       |                  |                  |                  |                  |                  |                  |
|---------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| <b>Bureau Expenses</b>                |                  |                  |                  |                  |                  |                  |
| <b>Personal Services</b>              |                  |                  |                  |                  |                  |                  |
|                                       | 558,487          | 561,024          | 636,589          | 604,760          | 655,640          | 655,640          |
| <b>External Materials and Service</b> |                  |                  |                  |                  |                  |                  |
|                                       | 960,643          | 527,704          | 1,196,663        | 1,269,199        | 1,360,467        | 1,360,467        |
| Communications Services               | 9,846            | 10,684           | 10,768           | 11,400           | 12,305           | 12,305           |
| Data Processing Services              | 0                | 0                | 0                | 0                | 0                | 584              |
| Facilities Services                   | 20,893           | 18,947           | 20,016           | 26,600           | 25,348           | 24,763           |
| Fleet Services                        | 3,542            | 1,730            | 2,739            | 3,175            | 9,489            | 9,489            |
| Printing & Distribution               | 52,929           | 45,044           | 89,688           | 62,500           | 96,443           | 96,443           |
| City Auditor                          | 0                | 0                | 2,500            | 0                | 2,500            | 2,500            |
| Auto Port Operating                   | 1,440            | 1,440            | 0                | 0                | 0                | 0                |
| Energy Office                         | 49,100           | 38,500           | 28,500           | 37,000           | 28,500           | 28,500           |
| Environmental Services                | 63,088           | 51,773           | 45,798           | 45,798           | 45,798           | 45,798           |
| Finance & Administration              | 0                | 2,568            | 4,440            | 0                | 5,940            | 5,940            |
| Parking Facilities                    | 0                | 0                | 1,560            | 0                | 3,120            | 3,120            |
|                                       | 200,838          | 170,686          | 206,009          | 186,473          | 229,443          | 229,442          |
| <b>Total Bureau Expenses</b>          | <b>1,719,968</b> | <b>1,259,414</b> | <b>2,039,261</b> | <b>2,060,432</b> | <b>2,245,550</b> | <b>2,245,549</b> |
| <b>Fund Requirements</b>              |                  |                  |                  |                  |                  |                  |
| <b>General Operating Contingency</b>  |                  |                  |                  |                  |                  |                  |
| General Operating Contingency         | 0                | 0                | 3,489,467        | 0                | 4,272,591        | 4,271,544        |
| Compensation Adjustment               | 0                | 0                | 24,190           | 0                | 6,983            | 6,983            |
|                                       | 0                | 0                | 3,513,657        | 0                | 4,279,574        | 4,278,527        |
| <b>General Fund Overhead</b>          | <b>56,782</b>    | <b>184,564</b>   | <b>123,631</b>   | <b>123,631</b>   | <b>116,353</b>   | <b>117,401</b>   |

|                                      | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Yr End Est.<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|--------------------------------------|----------------------|----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| <b>Fund Cash Transfers</b>           |                      |                      |                       |                           |                        |                       |
| Buildings Fund                       | 216,958              | 225,110              | 225,000               | 223,200                   | 223,000                | 223,000               |
| General Fund                         | 48,000               | 50,000               | 40,000                | 40,000                    | 35,000                 | 35,000                |
| Sewage Operating Fund                | 97,401               | 87,174               | 137,400               | 137,400                   | 92,840                 | 92,840                |
|                                      | 362,359              | 362,284              | 402,400               | 400,600                   | 350,840                | 350,840               |
| <b>Unappropriated Ending Balance</b> |                      |                      |                       |                           |                        |                       |
| Unappropriated Ending Balance        | 3,533,169            | 4,614,961            | 0                     | 4,435,972                 | 0                      | 0                     |
|                                      | 3,533,169            | 4,614,961            | 0                     | 4,435,972                 | 0                      | 0                     |
| <b>Total Fund Requirements</b>       | 3,952,310            | 5,161,809            | 4,039,688             | 4,960,203                 | 4,746,767              | 4,746,768             |
| <b>TOTAL REQUIREMENTS</b>            | <b>\$ 5,672,278</b>  | <b>\$ 6,421,223</b>  | <b>\$ 6,078,949</b>   | <b>\$ 7,020,635</b>       | <b>\$ 6,992,317</b>    | <b>\$ 6,992,317</b>   |

## FUND OVERVIEW

This fund accounts for expenses and revenues associated with the City's oversight of solid waste collection activities in Portland and its efforts to reduce the amount of solid waste through recycling and waste reduction.

## CHANGES FROM PRIOR YEAR

### Increase in Beginning Fund Balance

The projected beginning fund balance for FY 1999-00 totals \$4,435,972. This fund balance is larger than prior year's balance due to several factors.

### Roll Carts Not Needed

*\$3 million of funds earmarked for new rollcarts are now available for other purposes.*

Initially it was anticipated that the City would assist in the purchase of \$6 million worth of new roll cans for recycling collection. It has recently been concluded that this large of purchase is not necessary and that the funds earmarked for this effort (\$3 million) will be used for providing containers for the residential or commercial programs.

### Fees and Savings

*The strong local economy may generate fees that exceed prior projections.*

Higher than projected commercial fees are anticipated to be collected during FY 1999-00 due to the strong local economy. Additionally, both the residential franchise and multifamily and commercial programs realized program savings in prior fiscal years. These savings have been set aside in fund balance reserves.

### Metro Grants

Finally, in the past five fiscal years the bureau has received grants from Metro totaling about \$1.3 million which have been applied primarily to recycling equipment purchases for multifamily and commercial customers. These Metro grants replaced budgeted bureau funding sources, the savings of which were set aside in the fund balance for future use.

### Revenues

Refuse Disposal Fund revenues are anticipated to remain relatively flat through FY 2001-02.

**Residential Franchise Fees**

In FY 1996-97, the residential franchise fee was reduced from 5% to 4%. This reduction reflected the fact that expenditure requirements for the residential program decreased slightly as the program matured. The current FY 1998-99 budget is based on reducing the franchise fee to 3.45%. Staff also anticipates drawing down the contingency about \$500,000 a year for the next five to seven years in order to reduce the fund balance to targeted levels.

**Commercial Fees**

*The cost of garbage collection from 600 public trash cans is funded from commercial permit fees.*

The commercial permittee fee of \$3.15 per ton was reduced about 11% to \$2.80 per ton effective July 1, 1997, representing about a \$110,000 decrease in revenue to the fund. It was anticipated in the Spring 1998 Solid Waste & Recycling Rate Study that the commercial permittee fee would be dropped to \$2.40 per ton from the current \$2.80. However, in lieu of reducing the commercial fees further, current fee levels will be maintained, and additional revenues generated will be used to fund the cost of collection of garbage from about 600 public trash cans in the City. Fund reserves will also be used if fee revenues are insufficient to pay all of the costs of this program.

**Grant Funding**

Grant funding has been included in the FY 1999-00 Adopted Budget, including an anticipated \$300,000 waste reduction grant from Metro.

# Environmental Remediation Fund – 161

## FUND SUMMARY

|                                       | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Yr End Est.<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---------------------------------------|----------------------|----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| <b>RESOURCES</b>                      |                      |                      |                       |                           |                        |                       |
| <b>External Revenues</b>              |                      |                      |                       |                           |                        |                       |
| <b>Service Charges and Fees</b>       |                      |                      |                       |                           |                        |                       |
| Public Works/Utility Charge           | 646,613              | 505,741              | 633,069               | 674,850                   | 613,000                | 613,000               |
| Rents and Reimbursements              | 486,172              | 520,591              | 485,412               | 493,450                   | 581,187                | 581,187               |
|                                       | 1,132,785            | 1,026,332            | 1,118,481             | 1,168,300                 | 1,194,187              | 1,194,187             |
| <b>Miscellaneous Revenues</b>         |                      |                      |                       |                           |                        |                       |
| Interest Earned                       | 63,788               | 60,930               | 50,556                | 64,250                    | 53,653                 | 53,653                |
| Refunds                               | 0                    | 33                   | 0                     | 0                         | 0                      | 0                     |
|                                       | 63,788               | 60,963               | 50,556                | 64,250                    | 53,653                 | 53,653                |
| <b>Total External Revenues</b>        | <b>1,196,573</b>     | <b>1,087,295</b>     | <b>1,169,037</b>      | <b>1,232,550</b>          | <b>1,247,840</b>       | <b>1,247,840</b>      |
| <b>Internal Revenues</b>              |                      |                      |                       |                           |                        |                       |
| <b>Beginning Fund Balance</b>         | <b>1,543,699</b>     | <b>1,306,302</b>     | <b>1,215,066</b>      | <b>1,219,582</b>          | <b>1,205,595</b>       | <b>1,205,595</b>      |
| <b>TOTAL RESOURCES</b>                | <b>\$ 2,740,272</b>  | <b>\$ 2,393,597</b>  | <b>\$ 2,384,103</b>   | <b>\$ 2,452,132</b>       | <b>\$ 2,453,435</b>    | <b>\$ 2,453,435</b>   |
| <b>REQUIREMENTS</b>                   |                      |                      |                       |                           |                        |                       |
| <b>Bureau Expenses</b>                |                      |                      |                       |                           |                        |                       |
| <b>Personal Services</b>              |                      |                      |                       |                           |                        |                       |
|                                       | 13,811               | 13,932               | 18,582                | 16,250                    | 18,944                 | 18,944                |
| <b>External Materials and Service</b> |                      |                      |                       |                           |                        |                       |
| Facilities Services                   | 51,408               | 51,650               | 150,000               | 75,800                    | 145,571                | 145,571               |
| Printing & Distribution               | 224,582              | 143,616              | 125,535               | 126,000                   | 118,955                | 118,955               |
| Environmental Services                | 6                    | 0                    | 0                     | 0                         | 0                      | 0                     |
| Finance & Administration              | 9,988                | 10,338               | 25,000                | 25,000                    | 25,000                 | 25,000                |
| Parks Bureau                          | 0                    | 1,686                | 1,590                 | 1,590                     | 1,566                  | 1,566                 |
| Transportation                        | 2,359                | 326                  | 0                     | 0                         | 0                      | 0                     |
|                                       | 0                    | 1,202                | 0                     | 0                         | 0                      | 0                     |
|                                       | 236,935              | 157,168              | 152,125               | 152,590                   | 145,521                | 145,521               |
| <b>Capital Outlay</b>                 | <b>0</b>             | <b>0</b>             | <b>405,000</b>        | <b>0</b>                  | <b>325,000</b>         | <b>325,000</b>        |
| <b>Total Bureau Expenses</b>          | <b>302,154</b>       | <b>222,750</b>       | <b>725,707</b>        | <b>244,640</b>            | <b>635,036</b>         | <b>635,036</b>        |
| <b>Fund Requirements</b>              |                      |                      |                       |                           |                        |                       |
| <b>General Operating Contingency</b>  |                      |                      |                       |                           |                        |                       |
| General Operating Contingency         | 0                    | 0                    | 46,362                | 0                         | 21,723                 | 21,636                |
| Compensation Adjustment               | 0                    | 0                    | 669                   | 0                         | 208                    | 208                   |
|                                       | 0                    | 0                    | 47,031                | 0                         | 21,931                 | 21,844                |
| <b>General Fund Overhead</b>          | <b>4,721</b>         | <b>7,194</b>         | <b>7,648</b>          | <b>0</b>                  | <b>9,253</b>           | <b>9,340</b>          |
| <b>Fund Cash Transfers</b>            |                      |                      |                       |                           |                        |                       |
| General Fund                          | 0                    | 0                    | 0                     | 8,185                     | 0                      | 0                     |
| Sewage Operating Fund                 | 7,156                | 5,345                | 15,543                | 5,538                     | 10,000                 | 10,000                |
|                                       | 7,156                | 5,345                | 15,543                | 13,723                    | 10,000                 | 10,000                |
| <b>Debt Retirement</b>                | <b>1,119,939</b>     | <b>938,724</b>       | <b>988,174</b>        | <b>988,174</b>            | <b>1,177,215</b>       | <b>1,177,215</b>      |
| <b>Unappropriated Ending Balance</b>  |                      |                      |                       |                           |                        |                       |
| Unappropriated Ending Balance         | 1,306,302            | 1,219,584            | 600,000               | 1,205,595                 | 600,000                | 600,000               |
|                                       | 1,306,302            | 1,219,584            | 600,000               | 1,205,595                 | 600,000                | 600,000               |
| <b>Total Fund Requirements</b>        | <b>2,438,118</b>     | <b>2,170,847</b>     | <b>1,658,396</b>      | <b>2,207,492</b>          | <b>1,818,399</b>       | <b>1,818,399</b>      |
| <b>TOTAL REQUIREMENTS</b>             | <b>\$ 2,740,272</b>  | <b>\$ 2,393,597</b>  | <b>\$ 2,384,103</b>   | <b>\$ 2,452,132</b>       | <b>\$ 2,453,435</b>    | <b>\$ 2,453,435</b>   |

## FUND OVERVIEW

The Environmental Remediation Fund was established by Council action in FY 1993-94 to provide a funding vehicle for conducting remediation of former solid waste disposal sites for which the City is liable under law.

## CHANGES FROM PRIOR YEAR

### Projects

Two projects have been authorized by the City Council for environmental remediation.

### **Land Acquisition and Remediation of the Guilds Lake Property**

The first, and primary project, is the land acquisition and remediation of the Guilds Lake property, a former landfill operated by the City from 1910 through the late 1940s. This remediation was financed by the Environmental Remediation 1993 Series A Revenue Bonds issued in November 1993. The Guilds Lake remediation was completed in FY 1994-95. The FY 1999-00 Adopted Budget funds property maintenance and management requirements, and environmental monitoring of the site as required by DEQ. Property management is provided by Bureau of General Services under an interagency agreement.

### **Longview City Laundry & Cleaners Remediation**

The second project is remediation of the Longview City Laundry & Cleaners (LCL&C) and is authorized by City Council Ordinance No. 168296, dated November 16, 1994. The project implements a Settlement Agreement between the City and Longview City Laundry & Cleaners, Inc. (LCL&C) to conduct an environmental remediation of the LCL&C site located at 2737 NW Nela Street, adjacent to the Guilds Lake site.

The LCL&C site has environmental contamination resulting from the City's former incinerator and landfill operations in the Guilds Lake area. The City will reimburse the property owner for remedial investigation expenses already incurred, and undertake cleanup/remediation in conformance with a Voluntary Cleanup Agreement with the Oregon DEQ. The remedial action consists of the construction of an asphalt cap and installation of utilities to manage surface water runoff. The FY 1999-00 Adopted Budget includes funding to complete the LCL&C project, including \$275,000 for capital construction and \$50,000 for project design and management. This project was scheduled for FY 1998-99, but is being carried over to FY 1999-00 because of unanticipated delays in determining regulatory requirements.

### **Bond Financing**

The term of the Environmental Remediation 1993 Series A Revenue Bonds is November 1, 1993 to November 1, 2005. However, the financing was structured to permit the City to annually redeem outstanding bonds with available unrestricted revenues in the fund. Based on projected fund requirements, all bonds could be retired as early as FY 2000-01. \$2,410,000 of outstanding principal has been called through FY 1998-99. It is planned that up to another \$750,000 will be available to redeem outstanding bonds in FY 1999-00.

### **Unencumbered Beginning Fund Balance**

The projected unencumbered beginning fund balance for FY 1999-00 totals \$1,205,595 and is available for debt service, early debt redemption, capital costs, and operating expenses. The projection is based on the results of the FY 1998-99 five year financial planning efforts for the Environmental Remediation Fund. Of this amount, \$750,000 is budgeted for early debt retirement in November 1999.

### **Encumbered Ending Fund Balance**

The encumbered ending fund balance of \$600,000 is the debt service reserve account for the Environmental Remediation 1993 Series A Revenue Bonds required under the bond ordinance.

### **Funding Sources**

Two principal funding sources support the Environmental Remediation Fund for operating, capital, and debt service expenditures. These two revenue sources, along with the fund's interest earnings and any other fund revenues, can only be legally used for remediation projects qualified under State law and authorized by the City Council.

**Remedial Action Surcharge**

The first source is a \$1.50 per ton remedial action surcharge, authorized under ORS 459.311 and City Code Chapter 17.102.170. It is imposed on all solid waste collected within the City. This surcharge is collected from franchised and commercially permitted solid waste haulers.

*FY 1999-00 Adopted Budget revenue amounts are based on the five year financial plan.*

***FY 1999-00 Adopted Budget Revenue Amounts:*** Public works/utility charges (the \$1.50 per ton remedial action surcharge) of \$613,000 are based on commercial and residential solid waste tonnages projected to be collected within the City.

**Lease Income**

The second funding source is lease income from the current tenants on the City-owned Guilds Lake site.

***FY 1999-00 Adopted Budget Revenue Amounts:*** Rents and Reimbursements revenue of \$581,187 is based on the collection of lease income from the six tenants on the site, and includes common area maintenance payments made by the tenants for their prorated share of expenses such as property taxes, property maintenance, and landscaping costs. The budgeted lease income is net of a 4% of gross lease revenue paid to Bureau of General Services for property management services.

# Environmental Remediation Fund – 161

## DEBT REDEMPTION SCHEDULE

| Bond Description                        | Amount<br>Issued | Fiscal Year | Principal    | Coupon | Interest | Total P+I    |
|---|------------------|-------------|--------------|--------|----------|--------------|
| Series 1993 A<br>Revenue<br>11/01/93    | 6,000,000        | 1999/00     | 320,000      | 5.65%  | 83,309   | 403,309      |
|   |                  | 2000/01     | -            | 0.00%  | 74,269   | 74,269       |
|   |                  | 2001/02     | -            | 0.00%  | 74,269   | 74,269       |
|   |                  | 2002/03     | -            | 0.00%  | 74,269   | 74,269       |
|   |                  | 2003/04     | -            | 0.00%  | 74,269   | 74,269       |
|   |                  | 2004/05     | -            | 0.00%  | 74,269   | 74,269       |
|   |                  | 2005/06     | 1,165,000    | 6.38%  | 37,134   | 1,202,134    |
|   |                  | TOTAL       | 1,485,000    |        | 491,787  | 1,976,787    |
| Proposed Calls<br>COMBINED DEBT SERVICE | 6,000,000        | 1999/00     | 750,000      | 0      | 23,907   | 526,256      |
|   |                  | 1999/00     | 1,070,000    |        | 107,216  | 929,565      |
|   |                  | 2000/01     | -            |        | 74,269   | 74,269       |
|   |                  | 2001/02     | -            |        | 74,269   | 74,269       |
|   |                  | 2002/03     | -            |        | 74,269   | 74,269       |
|   |                  | 2003/04     | -            |        | 74,269   | 74,269       |
|   |                  | 2004/05     | -            |        | 74,269   | 74,269       |
|   |                  | 2005/06     | 1,165,000    |        | 37,134   | 1,202,134    |
| TOTAL FUND DEBT SERVICE                 |                  |             | \$ 2,235,000 | \$     | 515,694  | \$ 2,503,043 |



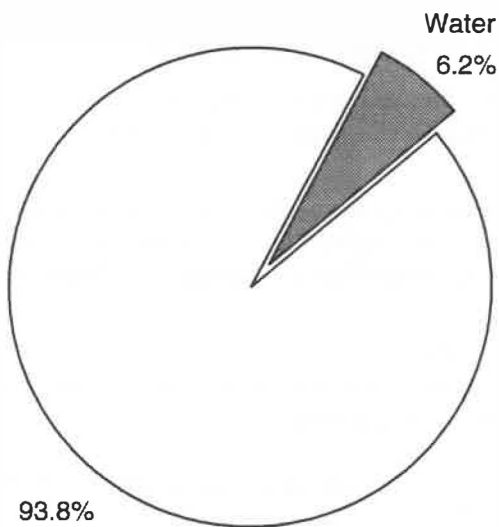
# Bureau of Water Works

Public Utilities Service Area

Erik Sten, Commissioner-in-Charge

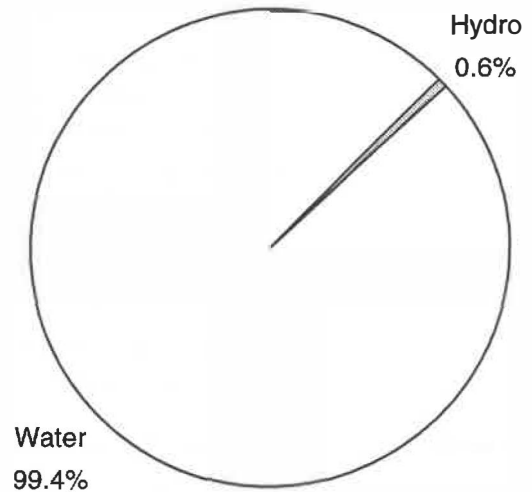
Michael Rosenberger, Director

Percent of City Budget



City Budget = \$1.29 Billion

Bureau Divisions



## Bureau Overview

| Expenditures in Millions                  | Revised<br>FY 1998-99 | Adopted<br>FY 1999-00 | Change from<br>Prior Year | Per Capita<br>Change |
|---|-----------------------|-----------------------|---------------------------|----------------------|
| Operating                                 | 51,354,446            | 53,286,300            | 1,931,854                 | -0.7%                |
| Capital                                   | 29,609,290            | 27,275,000            | (2,334,290)               | -11.8%               |
| Allocated City Overhead Costs             | 1,617,829             | 1,900,736             | 282,907                   | 12.5%                |
| <b>Total Cost with Allocated Overhead</b> | <b>\$ 82,581,565</b>  | <b>\$ 82,462,036</b>  | <b>\$ (119,529)</b>       | <b>-4.4%</b>         |
| Authorized Full-Time Positions            | 527                   | 535                   | 8                         | -2.8%                |

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

## Bureau Summary

### BUREAU MISSION

The Water Bureau's mission is to act as stewards of our resource, our water system, and our personnel in a manner consistent with the values of the community.

### BUREAU HIGHLIGHTS

The Bureau of Water Works (the Water Bureau) ensures that the water system can provide a sufficient quantity of high quality water to satisfy the existing and future needs of the community. For budgetary presentation purposes, the bureau will contain two divisions: Water and Hydroelectric Power.

#### Bureau Objectives

In the fall of 1998, the management team, managers, and labor updated the bureau objectives. These goals provided direction in completing budget proposals:

- ◆ Be stewards of the City's land, water, and human resources, and protect the environment, in order to ensure the continuous provision of a safe, reliable, and adequate supply of water.
- ◆ Anticipate, understand, and meet the needs of the bureau's external and internal customers. External customers are all persons who rely on any services the bureau provides and who are not employees of the Water Bureau. Internal customers are all employees of the Water Bureau.
- ◆ Sustain a culture of continuous improvement.
- ◆ Improve the bureau's competitive position in a manner that ensures its ability to offer the best quality of service at the best price to its customers.

#### Water Division

The Water Division is responsible for construction, maintenance, and operation of the municipal water system.

*800,000 people (more than one-quarter of the State's population) are served by the Water Bureau.*

Approximately 800,000 people (more than one-quarter of the State's population) are served by the Water Division. The division's 159,800 retail customers consume about 60% of the water demand. The other 40% of water demand is provided on a wholesale contract basis to 19 water purveyors, which include cities, water districts, and private water companies. Water sales revenue is comprised of 80% from retail customers and 20% from wholesale contracts.

#### FY 1999-00 Budget

The Water Division's FY 1999-00 Adopted Budget is \$80,042,558. The budget consists of an operating budget of \$52,767,558 and a Capital Improvement Program (CIP) budget of \$27,275,000.

**Water Operating Budget:** The operating budget increased \$2,172,051 over the FY 1998-99 Revised Budget. Of this increase, \$1,336,101 allows the bureau to maintain its current service level. This amount, which is 2.1% over the Revised Budget, is the net of several budgetary adjustments. The remaining \$835,950 allows the bureau to increase its service level as reflected in five decision packages, including seven positions.

**Water CIP Budget:** For the CIP, there is a \$2,334,790 decrease from the FY 1998-99 Revised Budget. However, the bureau anticipates significant increases in the CIP in future years due to an aging water system, the need for increased reliability, and regulatory requirements. The bureau's 10-year Capital Improvement Plan (CIP) includes the philosophy of the program, summaries of each year's costs and financing plan, and a description of each project.

### Rate Increases

*The average effective retail rate increase is 4.4% for FY 1999-00.*

The overall average effective retail rate increase is 4.4% for FY 1999-00. Included in this total are two mandated items (PERS at 0.9% and Citywide GIS at 0.7%) and the bureau's discretionary requests (decision packages at 1.3%, CIP at 1.7%). Also included is the equivalent of 0.2% for the system development charge waiver for affordable housing. These increases have been partially offset by a 0.4% decrease in current service level requirements because surplus fund balances were returned to rate payers.

### Decision Packages

The following decision packages have been approved for the FY 1999-00 Adopted Budget:

**Call Center Technology:** Funds will be used to acquire hardware and software that will provide computer/telephone integration, interactive voice response, and interactive web response.

*New positions will support programs that help large water customers use water more efficiently and enhance wellfield maintenance.*

**BIG Conservation Program Enhancement:** Funds will add two positions to begin implementing the recommendations in the recently completed consultant report entitled Study of BIG Program Conservation. Alternative Use, Direct Use and Re-Use Potential. The program will improve the level of service offered through the Business, Industry and Government (BIG) Conservation Program. This program identifies ways that large water customers can use water more efficiently.

**Groundwater / Aquifer Storage and Recover (ASR) Program:** Funds will add three positions for wellfield operation and maintenance and ASR development. Initially the positions will concentrate on wellfield maintenance. Over time ASR will be studied and may be developed with these positions acquiring the expertise needed by the bureau.

**Flushing Program:** Funds will add two positions to implement a comprehensive water main flushing program. An effective flushing program is needed to reduce water quality problems and enhance customer satisfaction.

**Laboratory Information Management System (LIMS):** Funds will be used to acquire a LIMS computer system. The current system can no longer meet the needs of the Water Quality Laboratory and other key users of data.

### Continuing Projects

**Monthly Meter Reading:** In addition to these approved decision packages, the bureau will continue conducting a feasibility study to implement monthly meter reading and billing for all quarterly billed customers. This project has a planned implementation date of about April 1, 2001.

### Staffing level

*Over the last 25 years, the bureau's staffing level has increased about 9%.*

Over the last 25 years, the bureau's staffing level has increased about 9% (from 489 in FY 1974-75 to 532 in FY 1999-00). During this period, the service area has grown by one-third, and the number of retail customers has increased by about 30,000, or 24%, through growth and annexation.

### Hydroelectric Power Division

The Hydroelectric Power Division manages all aspects of the ongoing operation of the City's Portland Hydroelectric Power Project.

The Hydroelectric Power Division's FY 1999-00 Adopted Budget is \$518,742, a \$9,033 increase over the FY 1998-99 Revised Budget. This budget supports the City's administrative and operational costs associated with the Portland Hydroelectric Project and maintains the current service level with a staff of three full-time positions. This staffing level has remained unchanged for the past ten years.

*\$250,000 of Hydropower profits will be transferred to the General Fund.*

In FY 1999-00, the Hydroelectric Power Division will transfer \$250,000 in Hydropower Operating Fund profits to the General Fund to be used for other City needs.

# General Description

## BUREAU OVERVIEW

### Organizational Description

The Bureau of Water Works is responsible for construction, maintenance, and operation of the municipal water system. The bureau ensures the water system can provide a sufficient quantity of high quality water to satisfy the existing and future needs of the community. For budgetary presentation purposes, the bureau consists of two divisions: Water and Hydroelectric Power.

### Water Division

The Water Division is responsible for construction, maintenance, and operation of the municipal water system. The bureau ensures the water system can provide a sufficient quantity of high quality water to satisfy the existing and future needs of the community.

For more detail about the Water Division's budget and operations, please refer to the Division Overview.

### Hydroelectric Power Division

*The Portland Hydroelectric Project is located 25 miles east of Portland in the Bull Run Watershed and has a combined power generation capacity of 36 megawatts.*

The Hydroelectric Power Division manages the ongoing operation of the City's Portland Hydroelectric Project. This project is located 25 miles east of Portland in the Bull Run Watershed and has a combined power generation capacity of 36 megawatts. Most of the revenues supporting this division come from sales of power generated at the Portland Hydroelectric Project. Most of the division's expenses also relate directly to the administration and monitoring of that project. In addition to the Portland Hydroelectric Project work, this division also provides regulatory support for the Water Bureau's two other small hydroelectric power projects.

For more detail regarding the operations and budget of the Hydroelectric Power Division, please refer to the Division Overview.

## MAJOR ISSUES

### Water Division

The Portland water system is entering into a time when major investments will be needed to maintain and upgrade the system and respond to evolving drinking water, environmental, and public and employee safety regulations.

### Facilities and Infrastructure Master Plan

This division is in the process of updating and further developing its long-term facilities / Infrastructure Master Plan (IMP). This process will focus on identifying the most effective approach to address current and future water system infrastructure needs including aging infrastructure, capacity, demand, growth, vulnerability, and reliability.

### Wholesale Contracts

The division is currently in the process of beginning negotiations with the wholesale contractors for new long-term agreements.

### Endangered Species Act

*The Water Division is taking proactive measures to strengthen the habitat for endangered species in the Bull Run Watershed, the Willamette River, and its urban stream tributaries.*

In the past 18 months, steelhead and chinook salmon have been listed as threatened under the authority of the federal Endangered Species Act. More species, including cutthroat trout, could be listed in the future. These species use habitat in the Bull Run Watershed as well as in the Willamette River and its urban stream tributaries. Water Division operations have adversely affected these fish and their habitat. Most significant of these effects may be the diversion of water from the Bull Run River, as well as dam construction and blocked access to upstream habitat. The effects on habitat from construction and maintenance activities within the service area are also important regulatory considerations.

Water Division employees are participating in at least five different technical committees to address these issues proactively. This division is also relying on consultant support to evaluate effects and develop compliance strategies. The Water Division also provides a significant pro-rata share of financial support to the Citywide ESA coordination effort directed by Commissioner Sten. Development of a long-term ESA compliance strategy for the Bull Run is likely to take several years, but it should culminate in securing regulatory certainty. Budget requests will be developed as needed to address these requirements.

### Hydroelectric Power Division

*Funding will provide for 320,000 salmon and steelhead smolts.*

As one of the provisions in the Portland Hydroelectric Projects' power sales agreement with Portland General Electric, PGE will provide \$150,000 in direct payments to the Oregon Department of Fish and Wildlife for the project's off-site environmental mitigation requirement. This money will be used to raise approximately 320,000 salmon and steelhead smolts for release into the Sandy River system.

## CHANGES FROM PRIOR YEAR

### Water Division

The division received Council approval for several decision packages that will enhance the division's systems and service. Details of these packages are provided in the Changes from Prior Year section of the division narratives.

The division has made, and continues to make, changes to its operating functions to improve service and realize operating efficiencies. Details of these functions are provided in the Changes from Prior Year section of division narratives.

## FUNDING SOURCES

### Water Division

The major funding source for the Water Division is through rates charged to customers totalling \$59.3 million. Other major forms of revenue include City service reimbursements of \$5.3 million (primarily from the Bureau of Environmental Services for sewer billing and collection services) and capital project reimbursements of \$4.4 million (for mains and service installations).

### Water Rates

*Average effective retail rates will increase 4.4%*

The average effective retail (residential, small commercial, and other commercial) rate increase is 4.4% for FY 1999-00. Included in this total are two mandated items (PERS at 0.9% and Citywide GIS at 0.7%) and bureau discretionary requests (decision packages at 1.3% and CIP at 1.7%). Also included is the equivalent of 0.2% for the system development charge waiver for affordable housing. These increases have been partially offset by a 0.4% decrease in current service level requirements because surplus fund balances were returned to rate payers. The typical residential and small commercial water bill will increase 7.4%.

**Service Charge Phase-In**

The proportionally larger rate increase for residential and small commercial rate payers is primarily due to the phase in of a technical cost-of-service adjustment for fire lines. This adjustment shifts some of the cost of fire lines to the beneficiaries: primarily residential and small commercial customers. FY 1999-00 is the third of the four year phase in of this rate adjustment based on the 1996 service charge comprehensive review.

Additional information on the division's rate structure is contained in the FY 1999-00 rate ordinance.

**Financial Plan**

The Water Division prepares an annual Financial Plan that discusses the financial issues facing the bureau. This plan includes background on rates, the capital plan, operations and maintenance costs, and major issues that need to be addressed by the bureau.

**Hydroelectric Power Division**

The Hydroelectric Power Division remains in a stable funding position with the bulk of its expenses paid for by revenues from a long-term power sales agreement with Portland General Electric Company.

## Strategic Direction

### VISION AND VALUES

#### Strategic Emphasis

In the fall of 1996, the Water Bureau's Management Team, with the assistance of management personnel, labor leaders, and City Council staff, undertook an assessment of the strategic issues the bureau will face during the biennium. These issues were updated in the fall of 1997 and provided the parameters for developing the two-year budget beginning with FY 1998-99 and continuing into FY 1999-00. The following is a summary of those strategic issues:

- ◆ Organization Improvement
- ◆ Workforce Planning and Development
- ◆ Information Technology
- ◆ Space
- ◆ Customer Service
- ◆ Financial Stability
- ◆ Water Quality and Resource Protection
- ◆ Water Conservation
- ◆ Regional Water Supply Plan
- ◆ Infrastructure Master Plan / CIP
- ◆ Maintenance Management

#### Vision

In the fall of 1998, the Water Bureau's Management Team worked with the Managers Group and the Labor Group to update the Water Division's overarching goals. These are as follows:

*The division has four overarching goals.*

- ◆ Be stewards of our land, water, and human resources, and protect the environment, in order to ensure the continuous provision of a safe, reliable, and adequate supply of water.
- ◆ Anticipate, understand, and meet the needs of our external and internal customers.
- ◆ Sustain a culture of continuous improvement.
- ◆ Improve our competitive position in a manner that ensures our ability to demonstrate that we offer the best quality of service at the best price to our customers.

### MANAGEMENT GOALS & OBJECTIVES

#### Water Division Goal

The Water Division's operating goal is to ensure that a reliable and adequate system is available to provide sufficient quantities of high quality water at standard pressures that satisfy the existing and future needs of the community on an equitable, efficient, and self-sustaining basis.

#### Water Division Objectives for FY 1999-00

The Water Division will pursue the following objectives to achieve its goal:

- ◆ Pursue organizational development and analysis in partnership with labor to improve customer service and to optimize the division's competitiveness.
- ◆ Pursue workforce planning and development by developing operational plans to address organizational issues.
- ◆ Pursue the development and implementation of a new information technology strategic planning process.



- ◆ Pursue raising the customer service ethic within the division to provide improved service to our customers.
- ◆ Complete the installation and testing of the customer information system (CIS).
- ◆ Ensure that all water quality requirements are met and that resource protection issues are addressed.
- ◆ Pursue the continuing implementation of the water conservation program which targets peak season water uses, promotes water-efficient landscaping, provides technical assistance to high use residential and non-residential customers, educates youth and the community, and assists low-income households.
- ◆ Pursue implementation of the adopted Regional Water Supply Plan (RWSP) through active participation and support of the regional consortium of water providers.
- ◆ Resolve the division's space planning issues in the Portland Building.
- ◆ Develop an infrastructure master plan strategy for the division and successfully develop and implement the capital improvement program (CIP) within the master plan strategy.
- ◆ Ensure the division's financial stability is maintained through quality long-range financial planning, analysis, and accounting.
- ◆ Develop a maintenance management strategy and implementation plan.

#### **Hydroelectric Power Division Objectives for FY 1999-00**

The Hydroelectric Power Division will pursue the following objectives to provide ongoing operation of the City's Portland Hydroelectric Project.

- ◆ Take all appropriate measures needed to safeguard the City's investment in the \$50,000,000 Portland Hydroelectric Power Project and comply with the terms of that project's Power Sales Agreement and Revenue Bond Trust Indentures.
- ◆ Provide all Federal and State license and permit-issuing agencies with required documentation and meet all license / permit requirements within the timelines established by those agencies.
- ◆ Coordinate closely with Portland General Electric Company in an effort to maximize the Portland Hydroelectric Project's power generation while making sure that the limitations of all licenses, permits, and water quality requirements are observed.
- ◆ Provide the maximum revenue to the City's General Fund.

### **COUNCIL PRIORITIES**

#### **Council Issues and Priorities**

At the City Council's 1998 Fall retreat, Council identified several goals and strategies. The Water Division's budget request addresses the following goals and strategies:

##### **Ensure Decent, Affordable Housing**

- ◆ Increase resources to provide affordable housing.
- ◆ Protect existing housing stock.
- ◆ Provide sprinklers at affordable housing sites for high-risk populations.

##### **Build a Livable City through Good Planning and Well-Managed Growth**

- ◆ Implement Blueprint 2000.
- ◆ Ensure integrated environmental strategies are part of all planning.
- ◆ Identify methods and establish priorities to fund infrastructure to implement community plans.
- ◆ Stay involved in regional planning.

Promote Economic Vitality and Access to Quality Jobs for All

- ◆ Maintain close working relationships with industry groups.
- ◆ Target workforce dollars to education and train workers for quality jobs.

Maintain a Financially Stable City

- ◆ Keep a balanced forecast.
- ◆ Prioritize expenditures.
- ◆ Review reserves.
- ◆ Evaluate programs / processes for elimination.
- ◆ Identify innovative methods to meet community needs.

Ensure a Safe and Peaceful Community

- ◆ Increase effective employment programs for at-risk youth.

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

- ◆ Integrate Endangered Species and water quality regulations in all City planning.
- ◆ Make the City an organizational model for best environmental practices.
- ◆ Maintain existing parks, green spaces, water and air sheds through creative partnerships.
- ◆ Complete Bull Run protections.
- ◆ Develop water storage systems.

Promote the Inclusion of Under-Represented Neighborhoods and Groups in Participation in City Activities and Services

- ◆ Continue supporting implementation of the disparity study.
- ◆ Conduct apprenticeship programs within the division to increase diversification of the workforce.

Keep the Central City Vital

- ◆ Build streetcar lines.
- ◆ Maintain a 24-hour city.
- ◆ Keep the Central City clean.
- ◆ Build the Chinese Garden and other projects to revitalize Old Town.

Build a Multi-Modal Transportation System

- ◆ Urge employers to encourage their employees to commute.

Grow as an International City

- ◆ Promote cultural arts exchanges and celebrations within the City.

Become a More Effective Partner in the Region

- ◆ Spend time with other jurisdictions.

**Future Focus**

The Water Division is a participant in implementing the Future Focus' Managing Growth Action Plan. The division has implemented an aggressive water conservation program to preserve natural resources and mitigate the impact of growth.

**Portland/Multnomah  
Benchmarks****Lead Role**

***Annual Water Usage per Capita Broken Down by Industrial, Residential, and Commercial Categories:*** The division requires community partnerships with its wholesale customers; the Columbia-Willamette Water Conservation Coalition; commercial, institutional, and industrial customers; and energy (gas and electricity) utilities.

**Data Collection Role**

The Water Division assumes a *data collection role* in meeting the following Portland/Multnomah Benchmarks.

- ◆ Percentage of employer payroll dedicated to training and education.
- ◆ Real per capita capital outlays for public infrastructure.
- ◆ Percentage of homeowners and renters below median income spending less than 30% of their household income on housing.
- ◆ Percentage of citizens who feel government is doing a good job at providing services.
- ◆ Percentage of citizen volunteers in a government capacity who are satisfied that their recommendations were carefully and respectfully considered.
- ◆ Percentages of government organizations that adopt benchmarks, incorporate them into budget and/or planning processes, and collect supporting data.
- ◆ General obligation bond rating.
- ◆ Per capita dollars spent for city and county government.

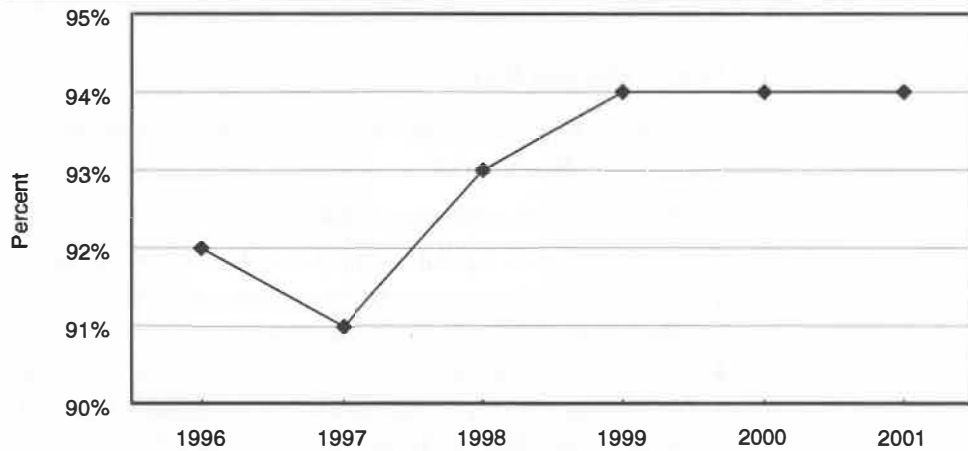
**BUDGET NOTES**

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

## Performance Measures

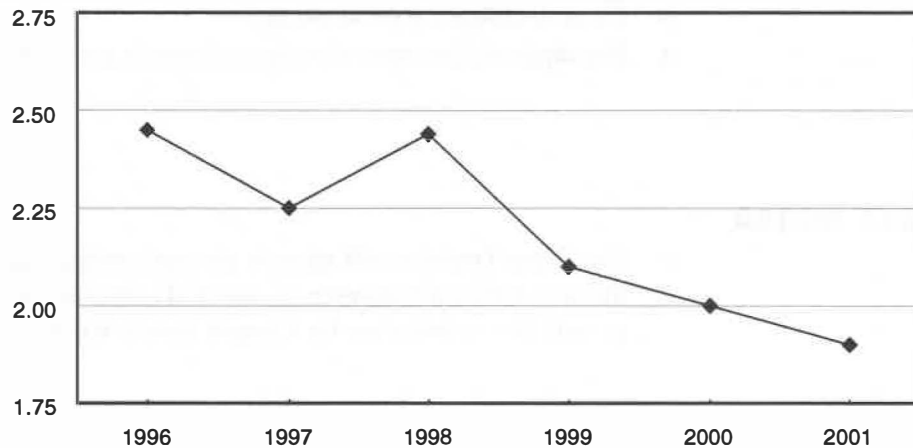
### Customer Water Service Rating

- ◆ The actual percentage in 1997 was 91% and 1998 was 93%. Projected percentage for 1999 is 94%.
- ◆ The bureau anticipates a consistent rate of 94% in future years.
- ◆ Figures are derived from the City Auditor's annual S.E.A. Report.



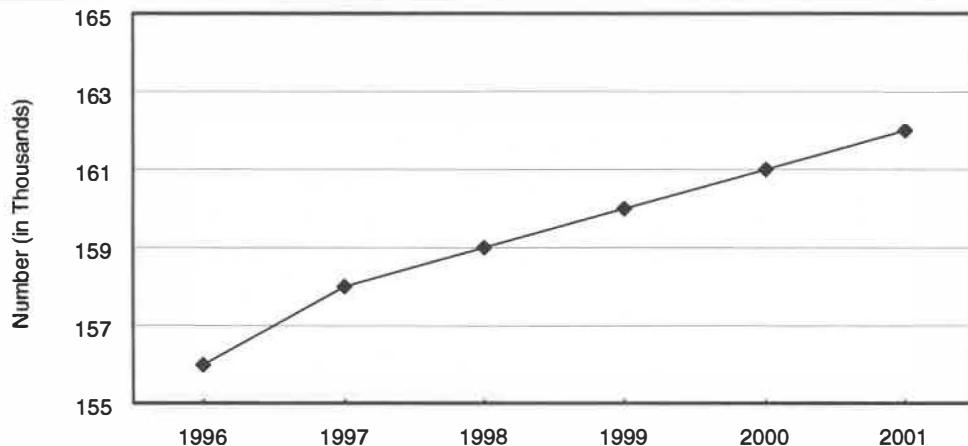
### Debt Coverage Ratio maintained

- ◆ Historical Debt Coverage has performed better than the plan of 1.9. This is due to expenditure savings and higher than anticipated revenue.
- ◆ Forecast coverage is targeted at not less than 1.9.



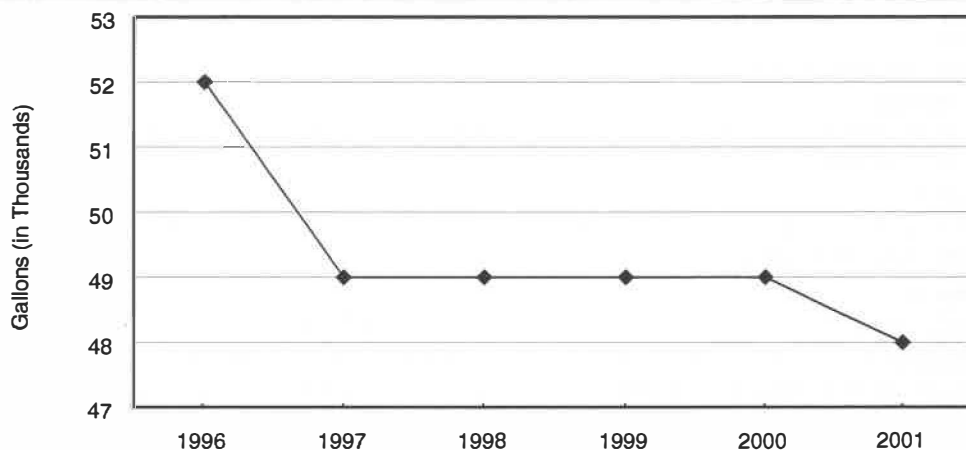
### Number of active accounts

- ◆ The number of accounts have increased from 157,800 in 1997 to 159,000 in 1998 and is projected to be 159,800 in 1999. This represents a 1.3% increase over the two year period.
- ◆ Future years are projected to increase at a rate of 0.5% per year. This increase is consistent with the bureau's Financial Plan.



**Annual per capita water usage**

- ◆ The actual per capita water consumption went up from 49,079 gallons in 1997 to 49,477 in 1998.
- ◆ Future year's consumption is anticipated to decrease 0.7 percent per year.
- ◆ Figures are derived from the City Auditor's annual S.E.A. Report.



|   | Actual<br>FY 1995-96 | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Yr End Est.<br>FY 1998-99 | Target<br>FY 1999-00 | Target<br>FY 2000-01 |
|---|----------------------|----------------------|----------------------|---------------------------|----------------------|----------------------|
| <b>Administration Program</b>   |                      |                      |                      |                           |                      |                      |
| <b>Workload</b>   |                      |                      |                      |                           |                      |                      |
| Annual and Statistical Reports  | 2                    | 1                    | 2                    | 2                         | 2                    | 2                    |
| <b>Effectiveness</b>  |                      |                      |                      |                           |                      |                      |
| Customers rating water service as satisfactory or better                                      | 92%                  | 91%                  | 93%                  | 94%                       | 94%                  | 94%                  |
| <b>Efficiency</b>   |                      |                      |                      |                           |                      |                      |
| Operating cost per capita   | \$52                 | \$56                 | \$54                 | \$55                      | \$55                 | \$55                 |
| <b>Customer Services Program</b>  |                      |                      |                      |                           |                      |                      |
| <b>Workload</b>   |                      |                      |                      |                           |                      |                      |
| Active accounts   | 156,075              | 157,800              | 159,000              | 159,800                   | 160,900              | 162,000              |
| <b>Effectiveness</b>  |                      |                      |                      |                           |                      |                      |
| Favorable user response to the Customer Services Survey                                       | 86%                  | 84%                  | 87%                  | 90%                       | 90%                  | 92%                  |
| <b>Efficiency</b>   |                      |                      |                      |                           |                      |                      |
| Change in average monthly residential water bill  | 1.9%                 | 2.3%                 | 2.7%                 | 5.5%                      | 7.4%                 | 6.0%                 |
| <b>Water Distribution Program</b>   |                      |                      |                      |                           |                      |                      |
| <b>Workload</b>   |                      |                      |                      |                           |                      |                      |
| Capital Improvement Plan implemented  | 85%                  | 89%                  | 84%                  | 85%                       | 85%                  | 85%                  |
| <b>Effectiveness</b>  |                      |                      |                      |                           |                      |                      |
| Out-of-service fire hydrants returned to service within five working days                     | 44%                  | 82%                  | 91%                  | 90%                       | 90%                  | 90%                  |
| <b>Efficiency</b>   |                      |                      |                      |                           |                      |                      |
| Cost of a service transfer  | \$471                | \$470                | \$482                | \$521                     | \$500                | \$520                |
| <b>Finance Program</b>  |                      |                      |                      |                           |                      |                      |
| <b>Workload</b>   |                      |                      |                      |                           |                      |                      |
| Debt Coverage Ratio maintained  | 2.45                 | 2.25                 | 2.44                 | 2.10                      | 2.00                 | 1.90                 |
| <b>Effectiveness</b>  |                      |                      |                      |                           |                      |                      |
| Variance of Water Fund ending balance with Financial Plan estimate                            | 16%                  | 14%                  | 21%                  | 10%                       | 5%                   | 5%                   |
| <b>Efficiency</b>   |                      |                      |                      |                           |                      |                      |
| Prepare a payroll check   | \$5.93               | \$6.06               | \$6.31               | \$6.31                    | \$6.60               | \$6.83               |
| <b>Water Quality Program</b>  |                      |                      |                      |                           |                      |                      |
| <b>Workload</b>   |                      |                      |                      |                           |                      |                      |
| Number of city maintained backflow devices tested   | 540                  | 685                  | 307                  | 650                       | 650                  | 650                  |
| <b>Effectiveness</b>  |                      |                      |                      |                           |                      |                      |
| Percent of time that State and U.S. EPA water quality standards are attained                  | 100%                 | 100%                 | 99%                  | 100%                      | 100%                 | 100%                 |
| <b>Efficiency</b>   |                      |                      |                      |                           |                      |                      |
| Average backflow inspection time per new service (minutes)                                    | 112                  | 115                  | 84                   | 110                       | 110                  | 110                  |
| <b>Water Supply Program</b>   |                      |                      |                      |                           |                      |                      |
| <b>Workload</b>   |                      |                      |                      |                           |                      |                      |
| Population served with water  | 753,142              | 775,000              | 795,000              | 799,000                   | 811,500              | 824,500              |
| <b>Effectiveness</b>  |                      |                      |                      |                           |                      |                      |
| Time that standard level of water pressure is maintained at point of delivery to the customer | 99%                  | 100%                 | 99%                  | 99%                       | 99%                  | 99%                  |
| <b>Efficiency</b>   |                      |                      |                      |                           |                      |                      |
| Annual per capita water usage   | 51,589               | 49,079               | 49,477               | 49,131                    | 48,787               | 48,445               |

**Bureau of Water Works AU 180, 637****PERFORMANCE MEASURES**

|  | Actual<br>FY 1995-96 | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Yr End Est.<br>FY 1998-99 | Target<br>FY 1999-00 | Target<br>FY 2000-01 |
|--|----------------------|----------------------|----------------------|---------------------------|----------------------|----------------------|
| <b>Hydroelectric Power Administration</b>      |                      |                      |                      |                           |                      |                      |
| <b>Workload</b>                                |                      |                      |                      |                           |                      |                      |
| Hydropower Project Monitoring Reports          | 2                    | 2                    | 2                    | 2                         | 2                    | 2                    |
| <b>Effectiveness</b>                           |                      |                      |                      |                           |                      |                      |
| Power Sold to PGE (mwh)                        | 109,335              | 115,065              | 91,107               | 92,300                    | 88,500               | 88,500               |
| <b>Efficiency</b>                              |                      |                      |                      |                           |                      |                      |
| Transfer of Hydropower Profits to General Fund | \$75,000             | \$150,000            | \$250,000            | \$300,000                 | \$250,000            | \$150,000            |

# Bureau of Water Works AU 180, 637

## SUMMARY OF BUREAU BUDGET

|   | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>EXPENDITURES</b>   |                      |                      |                       |                        |                       |
| <b>Operating Budget</b>   |                      |                      |                       |                        |                       |
| Personal Services   | 25,355,361           | 26,513,961           | 27,638,264            | 30,352,507             | 30,352,507            |
| External Materials and Service  | 8,138,034            | 9,497,947            | 13,563,328            | 12,628,279             | 12,788,279            |
| Internal Materials and Service  | 7,392,907            | 7,031,854            | 7,214,102             | 8,233,927              | 8,304,470             |
| Minor Capital Outlay  | 757,571              | 988,985              | 2,923,392             | 1,841,044              | 1,841,044             |
| Equipment Cash Transfers  | 168,065              | 5,000                | 15,360                | 0                      | 0                     |
| <b>Total Operating Budget</b>   | 41,811,938           | 44,037,747           | 51,354,446            | 53,055,757             | 53,286,300            |
| Capital Improvements  | 21,790,555           | 17,240,974           | 29,609,290            | 27,275,000             | 27,275,000            |
| <b>TOTAL BUREAU EXPENDITURES</b>  | <b>\$ 63,602,493</b> | <b>\$ 61,278,721</b> | <b>\$ 80,963,736</b>  | <b>\$ 80,330,757</b>   | <b>\$ 80,561,300</b>  |
| Allocated Overhead Costs  | 1,636,463            | 1,451,509            | 1,617,829             | 1,873,468              | 1,900,736             |
| <b>Total Cost with Allocated Overhead</b>   | 65,238,956           | 62,730,230           | 82,581,565            | 82,204,225             | 82,462,036            |
| <b>Authorized Full-Time Positions</b>   |                      |                      |                       |                        |                       |
| General Fund Discretionary  | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>TOTAL POSITIONS</b>  | <b>516</b>           | <b>518</b>           | <b>527</b>            | <b>535</b>             | <b>535</b>            |
| <b>RESOURCES</b>  |                      |                      |                       |                        |                       |
| Water / Hydropower  |                      | 55,288,259           | 74,578,482            | 74,006,221             | 73,606,764            |
| Discretionary General Fund  |                      | 0                    | 0                     | 0                      | 0                     |
| <b>Non-Discretionary Revenues</b>   |                      |                      |                       |                        |                       |
| Grants & Donations  |                      | 91,906               | 347,500               | 337,500                | 337,500               |
| Contract Revenues   |                      | 1,217,311            | 1,196,789             | 1,225,646              | 1,225,646             |
| Interagency Revenues  |                      | 4,681,245            | 4,840,965             | 4,761,390              | 5,391,390             |
| Bureau Program Revenues   |                      | 0                    | 0                     | 0                      | 0                     |
| Overhead Revenues   |                      | 0                    | 0                     | 0                      | 0                     |
| <b>Total Non-Discretionary Revenues</b>   |                      | 5,990,462            | 6,385,254             | 6,324,536              | 6,954,536             |
| <b>Total General Fund Resources</b>   |                      | 5,990,462            | 6,385,254             | 6,324,536              | 6,954,536             |
| <b>TOTAL RESOURCES</b>  |                      | <b>\$ 61,278,721</b> | <b>\$ 80,963,736</b>  | <b>\$ 80,330,757</b>   | <b>\$ 80,561,300</b>  |
| Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.         |                      |                      |                       |                        |                       |
| Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue. |                      |                      |                       |                        |                       |
| <b>DIVISIONS</b>  |                      |                      |                       |                        |                       |
| Hydroelectric Power Division  |                      | 560,545              | 509,709               | 518,742                | 518,742               |
| Positions   |                      | 3                    | 3                     | 3                      | 3                     |
| Water Division  |                      | 60,718,176           | 80,454,027            | 79,812,015             | 80,042,558            |
| Positions   |                      | 515                  | 524                   | 532                    | 532                   |
| <b>TOTAL DIVISIONS</b>  |                      | <b>\$ 61,278,721</b> | <b>\$ 80,963,736</b>  | <b>\$ 80,330,757</b>   | <b>\$ 80,561,300</b>  |
| Positions   |                      | <b>518</b>           | <b>527</b>            | <b>535</b>             | <b>535</b>            |



# Bureau of Water Works AU 180, 637

## BUREAU PROGRAMS BY DIVISION

|                                     | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|-------------------------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>PROGRAMS</b>                     |                      |                       |                        |                       |
| <b>HYDROELECTRIC POWER DIVISION</b> |                      |                       |                        |                       |
| Hydroelectric Power Administration  | 560,545              | 509,709               | 518,742                | 518,742               |
| <i>Positions</i>                    | <i>3</i>             | <i>3</i>              | <i>3</i>               | <i>3</i>              |
| <b>TOTAL PROGRAMS</b>               | <b>\$ 560,545</b>    | <b>\$ 509,709</b>     | <b>\$ 518,742</b>      | <b>\$ 518,742</b>     |
| <i>Positions</i>                    | <i>3</i>             | <i>3</i>              | <i>3</i>               | <i>3</i>              |
| <b>WATER DIVISION</b>               |                      |                       |                        |                       |
| Administration Program              | 2,743,055            | 3,027,533             | 4,073,618              | 4,247,007             |
| <i>Positions</i>                    | <i>8</i>             | <i>8</i>              | <i>8</i>               | <i>8</i>              |
| Customer Services Program           | 7,731,069            | 9,595,964             | 8,009,669              | 8,082,847             |
| <i>Positions</i>                    | <i>75</i>            | <i>93</i>             | <i>92</i>              | <i>92</i>             |
| Water Distribution Program          | 28,481,864           | 35,566,512            | 33,821,536             | 33,671,426            |
| <i>Positions</i>                    | <i>295</i>           | <i>281</i>            | <i>282</i>             | <i>282</i>            |
| Finance Program                     | 4,759,598            | 5,627,950             | 5,652,532              | 5,780,505             |
| <i>Positions</i>                    | <i>40</i>            | <i>41</i>             | <i>42</i>              | <i>42</i>             |
| Water Quality Program               | 5,026,264            | 6,699,197             | 7,367,410              | 7,317,410             |
| <i>Positions</i>                    | <i>32</i>            | <i>36</i>             | <i>38</i>              | <i>38</i>             |
| Water Supply Program                | 11,978,695           | 19,936,871            | 20,887,250             | 20,943,363            |
| <i>Positions</i>                    | <i>65</i>            | <i>65</i>             | <i>70</i>              | <i>70</i>             |
| <b>TOTAL PROGRAMS</b>               | <b>\$ 60,720,545</b> | <b>\$ 80,454,027</b>  | <b>\$ 79,812,015</b>   | <b>\$ 80,042,558</b>  |
| <i>Positions</i>                    | <i>515</i>           | <i>524</i>            | <i>532</i>             | <i>532</i>            |

## Bureau of Water Works AU 180, 637

## LINE ITEM DETAIL

|   |                               | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|-------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>Personnel Services</b>                   |                               |                      |                      |                       |                        |                       |
| 511000                                      | Full-Time Employees           | 16,555,863           | 17,064,524           | 22,987,863            | 24,149,216             | 24,149,216            |
| 512000                                      | Part-Time Employees           | 520,453              | 646,776              | 670,180               | 521,780                | 521,780               |
| 514000                                      | Overtime                      | 891,631              | 929,854              | 790,350               | 706,982                | 706,982               |
| 515000                                      | Premium Pay                   | 130,357              | 141,143              | 127,650               | 117,701                | 117,701               |
| 517000                                      | Benefits                      | 7,668,008            | 8,109,945            | 8,984,941             | 9,654,128              | 9,654,128             |
| 518000                                      | Paid Absence                  | 3,401,927            | 3,757,574            | 0                     | 0                      | 0                     |
| <b>Total Personnel Services</b>             |                               | <b>29,168,239</b>    | <b>30,649,816</b>    | <b>33,560,984</b>     | <b>35,149,807</b>      | <b>35,149,807</b>     |
| <b>Materials and Services</b>               |                               |                      |                      |                       |                        |                       |
| <b>External Materials and Service</b>       |                               |                      |                      |                       |                        |                       |
| 521000                                      | Professional Services         | 4,576,704            | 5,706,470            | 11,228,200            | 9,048,874              | 9,208,874             |
| 522000                                      | Utilities                     | 1,340,878            | 1,231,246            | 2,094,700             | 2,080,300              | 2,080,300             |
| 523000                                      | Equipment Rental              | 13,081               | 10,374               | 22,950                | 35,868                 | 35,868                |
| 524000                                      | Repair & Maintenance Services | 607,949              | 888,722              | 1,047,720             | 859,774                | 859,774               |
| 525000                                      | Non-Capital Improvement       | 0                    | 0                    | 0                     | 0                      | 0                     |
| 528000                                      | Local Match Payments          | 0                    | 0                    | 0                     | 0                      | 0                     |
| 529000                                      | Miscellaneous Services        | 920,460              | 1,416,441            | 2,149,750             | 1,638,700              | 1,638,700             |
| 531000                                      | Office Supplies               | 592                  | 5,314                | 4,500                 | 4,500                  | 4,500                 |
| 532000                                      | Operating Supplies            | 5,004,060            | 5,573,648            | 6,181,549             | 6,456,357              | 6,456,357             |
| 533000                                      | Repair & Maintenance Supplies | 151,710              | 0                    | 0                     | 0                      | 0                     |
| 534000                                      | Minor Equipment & Tools       | 0                    | 0                    | 500                   | 500                    | 500                   |
| 535000                                      | Clothing & Uniforms           | 39,930               | 42,442               | 55,700                | 49,270                 | 49,270                |
| 539000                                      | Other Commodities External    | 17,051               | 14,515               | 23,000                | 17,850                 | 17,850                |
| 541000                                      | Education                     | 297,191              | 283,261              | 350,874               | 408,830                | 408,830               |
| 542000                                      | Local Travel                  | 7,618                | 5,975                | 8,700                 | 7,050                  | 7,050                 |
| 543000                                      | Out-of-Town Travel            | 134,215              | 143,637              | 216,885               | 243,924                | 243,924               |
| 544000                                      | Space Rental                  | 10,096               | 10,898               | 12,300                | 13,000                 | 13,000                |
| 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                 | 197,510              | 725,319              | 405,100               | 421,756                | 421,756               |
| <b>Total External Materials and Service</b> |                               | <b>13,319,045</b>    | <b>16,058,262</b>    | <b>23,802,428</b>     | <b>21,286,553</b>      | <b>21,446,553</b>     |
| <b>Internal Materials and Service</b>       |                               |                      |                      |                       |                        |                       |
| 551000                                      | Fleet Services                | 2,469,896            | 1,410,372            | 1,631,846             | 1,799,151              | 1,799,151             |
| 552000                                      | Printing & Distribution       | 707,308              | 731,095              | 933,686               | 1,018,492              | 1,018,492             |
| 553000                                      | Facilities Services           | 806,269              | 1,443,359            | 1,307,926             | 1,346,522              | 1,375,914             |
| 554000                                      | Communications Services       | 814,227              | 843,126              | 916,799               | 1,000,482              | 1,000,482             |
| 555000                                      | Data Processing Services      | 925,146              | 907,644              | 695,885               | 684,460                | 715,965               |
| 556000                                      | Insurance                     | 991,060              | 824,348              | 764,818               | 915,946                | 915,946               |
| 557000                                      | Master Lease                  | 0                    | 0                    | 0                     | 0                      | 0                     |
| 558000                                      | Same Fund Services            | 0                    | 0                    | 0                     | 0                      | 0                     |
| 559000                                      | Other Fund Services           | 2,009,675            | 2,395,819            | 2,241,412             | 2,619,300              | 2,628,946             |
| <b>Total Internal Materials and Service</b> |                               | <b>8,723,581</b>     | <b>8,555,763</b>     | <b>8,492,372</b>      | <b>9,384,353</b>       | <b>9,454,896</b>      |
| <b>Total Materials and Services</b>         |                               | <b>22,042,626</b>    | <b>24,614,025</b>    | <b>32,294,800</b>     | <b>30,670,906</b>      | <b>30,901,449</b>     |
| <b>Capital Outlay</b>                       |                               |                      |                      |                       |                        |                       |
| 561000                                      | Land                          | 761,581              | 3,000                | 786,900               | 339,100                | 339,100               |
| 562000                                      | Buildings                     | 21,765               | 0                    | 0                     | 0                      | 0                     |
| 563000                                      | Improvements                  | 10,625,838           | 4,021,556            | 9,091,200             | 12,002,400             | 12,002,400            |
| 564000                                      | Capital Equipment             | 757,571              | 1,950,171            | 5,197,392             | 2,119,744              | 2,119,744             |
| 565000                                      | Facilities Lease/Purchase     | 0                    | 0                    | 0                     | 0                      | 0                     |
| 566000                                      | Equipment Lease/Purchase      | 0                    | 0                    | 0                     | 0                      | 0                     |
| 568000                                      | Other Capital Expenditure     | 0                    | 0                    | 0                     | 0                      | 0                     |
| 569000                                      | Depreciation                  | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>Total Capital Outlay</b>                 |                               | <b>12,166,755</b>    | <b>5,974,727</b>     | <b>15,075,492</b>     | <b>14,461,244</b>      | <b>14,461,244</b>     |
| 573000                                      | Equipment Cash Transfers      | 224,873              | 5,000                | 15,360                | 0                      | 0                     |
| 576000                                      | Minor Equipment Transfers     | 0                    | 35,153               | 17,100                | 48,800                 | 48,800                |
| <b>TOTAL BUREAU EXPENSES</b>                |                               | <b>\$ 63,602,493</b> | <b>\$ 61,278,721</b> | <b>\$ 80,963,736</b>  | <b>\$ 80,330,757</b>   | <b>\$ 80,561,300</b>  |

**Bureau of Water Works AU 180, 637**

**FULL-TIME POSITIONS**

| Class | Title                            | Actual<br>FY 1997 | Actual<br>FY 1998 | Revised<br>FY 1998-99 |           | Approved<br>FY 1999-00 |           | Adopted<br>FY 1999-00 |           |
|-------|----------------------------------|-------------------|-------------------|-----------------------|-----------|------------------------|-----------|-----------------------|-----------|
|       |                                  | No.               | No.               | No.                   | Amount    | No.                    | Amount    | No.                   | Amount    |
| 530   | Accounting Supervisor I          | 5                 | 5                 | 2                     | 110,559   | 1                      | 57,305    | 1                     | 57,305    |
| 531   | Accounting Supervisor II         | 2                 | 2                 | 5                     | 265,148   | 5                      | 276,616   | 5                     | 276,616   |
| 510   | Accounting Assistant             | 1                 | 1                 | 1                     | 33,512    | 1                      | 34,544    | 1                     | 34,544    |
| 819   | Administrative Assistant         | 5                 | 5                 | 4                     | 183,829   | 2                      | 98,248    | 2                     | 98,248    |
| 926   | Administrative Services Manager  | 0                 | 0                 | 0                     | 0         | 1                      | 60,365    | 1                     | 60,365    |
| 920   | Administrative Supervisor I      | 1                 | 0                 | 0                     | 0         | 3                      | 145,085   | 3                     | 145,085   |
| 922   | Administrative Supervisor II     | 1                 | 1                 | 1                     | 47,377    | 1                      | 42,633    | 1                     | 42,633    |
| 2532  | Applications Analyst II          | 2                 | 2                 | 2                     | 106,410   | 2                      | 110,187   | 2                     | 110,187   |
| 2533  | Applications Analyst III         | 0                 | 0                 | 0                     | 0         | 5                      | 279,312   | 5                     | 279,312   |
| 2534  | Applications Analyst IV          | 6                 | 6                 | 8                     | 436,119   | 1                      | 65,123    | 1                     | 65,123    |
| 826   | Assistant Financial Analyst      | 2                 | 2                 | 2                     | 96,549    | 1                      | 51,541    | 1                     | 51,541    |
| 962   | Assistant Program Specialist     | 0                 | 0                 | 0                     | 39,025    | 0                      | 42,702    | 0                     | 42,702    |
| 514   | Associate Accountant             | 3                 | 3                 | 3                     | 96,153    | 3                      | 93,345    | 3                     | 93,345    |
| 1311  | Automotive Equipment Operator II | 14                | 14                | 14                    | 501,326   | 14                     | 518,633   | 14                    | 518,633   |
| 1313  | Automotive Equipment Operator II | 1                 | 1                 | 1                     | 35,809    | 1                      | 37,141    | 1                     | 37,141    |
| 1532  | Automotive Mechanic              | 1                 | 1                 | 0                     | 0         | 1                      | 51,729    | 1                     | 51,729    |
| 1531  | Automotive Mechanic Trainee      | 0                 | 0                 | 1                     | 48,462    | 0                      | 0         | 0                     | 0         |
| 1709  | Backflow Program Coordinator     | 1                 | 1                 | 1                     | 47,711    | 1                      | 49,466    | 1                     | 49,466    |
| 1115  | Building Maintenance Mechanic    | 1                 | 1                 | 1                     | 40,445    | 1                      | 41,941    | 1                     | 41,941    |
| 928   | Bureau Administrative Manager    | 2                 | 2                 | 1                     | 71,430    | 1                      | 74,073    | 1                     | 74,073    |
| 3132  | CADD Manager                     | 1                 | 1                 | 1                     | 61,241    | 1                      | 63,509    | 1                     | 63,509    |
| 1420  | Carpenter                        | 6                 | 6                 | 6                     | 242,670   | 6                      | 251,646   | 6                     | 251,646   |
| 3171  | Chief Engineer                   | 2                 | 2                 | 2                     | 166,601   | 2                      | 172,752   | 2                     | 172,752   |
| 3236  | Chief Planner                    | 1                 | 1                 | 1                     | 71,430    | 1                      | 74,073    | 1                     | 74,073    |
| 114   | Clerical Specialist              | 10                | 9                 | 9                     | 282,445   | 9                      | 283,598   | 9                     | 283,598   |
| 2502  | Computer Assistant               | 1                 | 1                 | 0                     | 0         | 0                      | 0         | 0                     | 0         |
| 1410  | Concrete Finisher                | 2                 | 2                 | 2                     | 80,890    | 2                      | 83,882    | 2                     | 83,882    |
| 1315  | Construction Equip Operator I    | 1                 | 1                 | 1                     | 38,085    | 1                      | 39,489    | 1                     | 39,489    |
| 1316  | Construction Equip Operator II   | 14                | 14                | 14                    | 557,785   | 14                     | 567,976   | 14                    | 567,976   |
| 131   | Customer Accounts Specialist I   | 31                | 32                | 31                    | 1,045,018 | 31                     | 1,061,807 | 31                    | 1,061,807 |
| 132   | Customer Accounts Specialist II  | 4                 | 4                 | 4                     | 140,232   | 4                      | 145,380   | 4                     | 145,380   |
| 2512  | Data Processing Analyst/Operator | 0                 | 1                 | 1                     | 47,377    | 0                      | 0         | 0                     | 0         |
| 2514  | Data Processing Operations Supvr | 1                 | 0                 | 0                     | 0         | 0                      | 0         | 0                     | 0         |
| 943   | Economist II                     | 2                 | 2                 | 2                     | 135,748   | 2                      | 140,768   | 2                     | 140,768   |
| 1455  | Electrical Supervisor            | 1                 | 1                 | 1                     | 58,213    | 1                      | 60,365    | 1                     | 60,365    |
| 1453  | Electrician                      | 4                 | 4                 | 4                     | 184,412   | 4                      | 208,512   | 4                     | 208,512   |
| 3164  | Engineer                         | 3                 | 3                 | 4                     | 241,909   | 4                      | 250,952   | 4                     | 250,952   |
| 3153  | Engineering Associate            | 1                 | 1                 | 3                     | 129,006   | 4                      | 180,714   | 4                     | 180,714   |
| 3165  | Engineering Surveying Manager    | 1                 | 1                 | 1                     | 67,902    | 1                      | 70,384    | 1                     | 70,384    |
| 2010  | Environmental Services Manager   | 2                 | 2                 | 2                     | 150,378   | 1                      | 77,971    | 1                     | 77,971    |
| 3194  | Environmental Specialist         | 2                 | 2                 | 4                     | 215,264   | 5                      | 289,075   | 5                     | 289,075   |
| 827   | Financial Analyst                | 3                 | 3                 | 4                     | 202,988   | 4                      | 212,440   | 4                     | 212,440   |
| 4113  | Gardener                         | 2                 | 2                 | 1                     | 36,248    | 1                      | 39,824    | 1                     | 39,824    |
| 1524  | General Mechanic                 | 2                 | 2                 | 2                     | 80,890    | 2                      | 83,882    | 2                     | 83,882    |
| 614   | Human Resources Coordinator      | 1                 | 1                 | 1                     | 55,985    | 1                      | 49,717    | 1                     | 49,717    |
| 2523  | Info Systems Tech II             | 0                 | 0                 | 0                     | 0         | 4                      | 180,528   | 4                     | 180,528   |
| 2524  | Info Systems Tech III            | 0                 | 0                 | 0                     | 0         | 1                      | 53,092    | 1                     | 53,092    |
| 2542  | Information Systems Analyst II   | 2                 | 3                 | 3                     | 140,710   | 1                      | 55,334    | 1                     | 55,334    |
| 2543  | Information Systems Analyst III  | 0                 | 0                 | 0                     | 0         | 3                      | 175,560   | 3                     | 175,560   |
| 2544  | Information Systems Analyst IV   | 2                 | 2                 | 3                     | 139,860   | 1                      | 65,123    | 1                     | 65,123    |
| 2546  | Information Systems Supervisor   | 3                 | 4                 | 2                     | 122,002   | 4                      | 254,160   | 4                     | 254,160   |
| 2554  | Information Technology Director  | 0                 | 0                 | 1                     | 71,987    | 0                      | 0         | 0                     | 0         |
| 2138  | Inspection Supervisor I          | 0                 | 1                 | 1                     | 54,255    | 1                      | 58,559    | 1                     | 58,559    |
| 3260  | Instrument Technician            | 3                 | 3                 | 3                     | 138,309   | 3                      | 156,384   | 3                     | 156,384   |
| 2034  | Laboratory Manager               | 1                 | 1                 | 1                     | 71,430    | 1                      | 74,073    | 1                     | 74,073    |
| 3261  | Lead Instrument Technician       | 1                 | 0                 | 0                     | 0         | 0                      | 0         | 0                     | 0         |
| 1721  | Lead Meter Mechanic              | 1                 | 1                 | 1                     | 42,470    | 1                      | 44,037    | 1                     | 44,037    |
| 1771  | Lead Operating Engineer          | 7                 | 7                 | 12                    | 507,615   | 12                     | 526,348   | 12                    | 526,348   |
| 1439  | Lead Water Operations Paint      | 1                 | 1                 | 1                     | 41,405    | 1                      | 42,926    | 1                     | 42,926    |
| 951   | Management Analyst               | 0                 | 0                 | 0                     | 0         | 1                      | 53,993    | 1                     | 53,993    |
| 2540  | MIS Support Technician           | 1                 | 1                 | 1                     | 47,366    | 0                      | 0         | 0                     | 0         |
| 116   | Office Manager                   | 2                 | 2                 | 2                     | 72,955    | 2                      | 73,612    | 2                     | 73,612    |
| 1770  | Operating Engineer               | 9                 | 8                 | 3                     | 123,360   | 3                      | 125,823   | 3                     | 125,823   |
| 3169  | Principal Engineer               | 5                 | 5                 | 5                     | 395,780   | 6                      | 492,474   | 6                     | 492,474   |
| 2545  | Principal Info Systems Analyst   | 0                 | 0                 | 0                     | 0         | 3                      | 197,170   | 3                     | 197,170   |
| 968   | Program Manager I                | 2                 | 1                 | 1                     | 58,213    | 1                      | 47,223    | 1                     | 47,223    |
| 970   | Program Manager II               | 2                 | 3                 | 3                     | 183,773   | 3                      | 190,527   | 3                     | 190,527   |
| 972   | Program Manager III              | 1                 | 1                 | 2                     | 125,870   | 1                      | 76,211    | 1                     | 76,211    |
| 964   | Program Specialist               | 5                 | 5                 | 5                     | 237,596   | 5                      | 248,366   | 5                     | 248,366   |

**Bureau of Water Works AU 180, 637**
**FULL-TIME POSITIONS**

| Class                            | Title                            | Actual<br>FY 1997 | Actual<br>FY 1998 | Revised<br>FY 1998-99 |                      | Approved<br>FY 1999-00 |                      | Adopted<br>FY 1999-00 |                      |
|----------------------------------|----------------------------------|-------------------|-------------------|-----------------------|----------------------|------------------------|----------------------|-----------------------|----------------------|
|                                  |                                  | No.               | No.               | No.                   | Amount               | No.                    | Amount               | No.                   | Amount               |
| 3150                             | Public Works Inspector I         | 2                 | 2                 | 2                     | 94,086               | 3                      | 144,518              | 3                     | 144,518              |
| 3151                             | Public Works Inspector II        | 2                 | 2                 | 2                     | 105,194              | 2                      | 109,076              | 2                     | 109,076              |
| 1952                             | Public Works Manager             | 7                 | 7                 | 7                     | 451,160              | 7                      | 467,673              | 7                     | 467,673              |
| 1950                             | Public Works Supervisor          | 14                | 14                | 14                    | 778,189              | 14                     | 779,983              | 14                    | 779,983              |
| 3217                             | Right-of-Way Agent               | 1                 | 1                 | 1                     | 47,940               | 1                      | 49,717               | 1                     | 49,717               |
| 220                              | Secretarial Clerk I              | 6                 | 6                 | 6                     | 167,506              | 6                      | 170,528              | 6                     | 170,528              |
| 221                              | Secretarial Clerk II             | 5                 | 6                 | 5                     | 186,610              | 5                      | 162,818              | 5                     | 162,818              |
| 515                              | Senior Accountant                | 2                 | 2                 | 1                     | 42,282               | 1                      | 43,848               | 1                     | 43,848               |
| 816                              | Senior Administrative Specialist | 1                 | 1                 | 2                     | 82,469               | 3                      | 127,129              | 3                     | 127,129              |
| 3166                             | Senior Engineer                  | 5                 | 5                 | 6                     | 392,431              | 7                      | 457,558              | 7                     | 457,558              |
| 3163                             | Senior Engineering Associate     | 17                | 17                | 18                    | 987,795              | 18                     | 1,008,768            | 18                    | 1,008,768            |
| 2012                             | Senior Environmental Svc Manager | 1                 | 1                 | 1                     | 83,290               | 2                      | 165,231              | 2                     | 165,231              |
| 828                              | Senior Financial Analyst         | 4                 | 4                 | 4                     | 232,852              | 3                      | 181,095              | 3                     | 181,095              |
| 2552                             | Senior Information Systems Mgr   | 0                 | 0                 | 1                     | 57,052               | 1                      | 81,912               | 1                     | 81,912               |
| 537                              | Senior Management Auditor        | 1                 | 1                 | 1                     | 53,636               | 1                      | 59,151               | 1                     | 59,151               |
| 3231                             | Senior Planner                   | 1                 | 1                 | 1                     | 56,898               | 1                      | 59,002               | 1                     | 59,002               |
| 1956                             | Senior Public Works Manager      | 2                 | 2                 | 2                     | 158,312              | 1                      | 64,221               | 1                     | 64,221               |
| 414                              | Senior Stores System Manager     | 0                 | 1                 | 1                     | 58,213               | 1                      | 50,157               | 1                     | 50,157               |
| 1223                             | Senior Utility Worker            | 1                 | 1                 | 1                     | 35,809               | 1                      | 37,141               | 1                     | 37,141               |
| 315                              | Service Dispatcher               | 2                 | 2                 | 2                     | 66,030               | 2                      | 68,706               | 2                     | 68,706               |
| 1134                             | Sr Facilities & Maint Supervisor | 1                 | 0                 | 0                     | 0                    | 0                      | 0                    | 0                     | 0                    |
| 410                              | Storekeeper                      | 5                 | 5                 | 5                     | 178,420              | 3                      | 110,982              | 3                     | 110,982              |
| 411                              | Stores Supervisor I              | 1                 | 1                 | 1                     | 40,946               | 1                      | 36,650               | 1                     | 36,650               |
| 413                              | Stores System Manager            | 1                 | 0                 | 0                     | 0                    | 0                      | 0                    | 0                     | 0                    |
| 115                              | Supervising Clerk                | 1                 | 1                 | 1                     | 33,512               | 1                      | 34,752               | 1                     | 34,752               |
| 3167                             | Supervising Engineer             | 5                 | 5                 | 5                     | 351,164              | 5                      | 366,211              | 5                     | 366,211              |
| 3121                             | Surveying Aide II                | 1                 | 1                 | 1                     | 33,659               | 1                      | 34,898               | 1                     | 34,898               |
| 3124                             | Surveying Supervisor             | 1                 | 1                 | 1                     | 64,018               | 1                      | 66,824               | 1                     | 66,824               |
| 3122                             | Surveyor I                       | 2                 | 2                 | 2                     | 86,234               | 2                      | 89,416               | 2                     | 89,416               |
| 3123                             | Surveyor II                      | 2                 | 2                 | 2                     | 92,374               | 2                      | 95,788               | 2                     | 95,788               |
| 3107                             | Technician I                     | 3                 | 3                 | 3                     | 116,674              | 2                      | 67,108               | 2                     | 67,108               |
| 3108                             | Technician II                    | 17                | 17                | 19                    | 867,681              | 19                     | 885,311              | 19                    | 885,311              |
| 3109                             | Technician III                   | 2                 | 2                 | 3                     | 162,928              | 3                      | 173,538              | 3                     | 173,538              |
| 1054                             | Trades Supervisor                | 2                 | 3                 | 3                     | 161,388              | 4                      | 217,311              | 4                     | 217,311              |
| 650                              | Training & Development Analyst   | 0                 | 2                 | 2                     | 86,647               | 2                      | 93,550               | 2                     | 93,550               |
| 1218                             | Utility Worker                   | 71                | 71                | 71                    | 2,426,085            | 71                     | 2,515,617            | 71                    | 2,515,617            |
| 3285                             | Water Analytical Chemist         | 1                 | 1                 | 1                     | 46,333               | 1                      | 48,040               | 1                     | 48,040               |
| 1744                             | Water Bureau Director            | 1                 | 1                 | 1                     | 97,155               | 1                      | 100,755              | 1                     | 100,755              |
| 1748                             | Water Headworks Pipe Inspector   | 1                 | 1                 | 1                     | 42,470               | 1                      | 41,941               | 1                     | 41,941               |
| 3280                             | Water Laboratory Technician      | 5                 | 5                 | 4                     | 154,176              | 4                      | 159,884              | 4                     | 159,884              |
| 1710                             | Water Meter Reader               | 14                | 14                | 14                    | 451,640              | 14                     | 468,328              | 14                    | 468,328              |
| 1718                             | Water Meter Technician           | 3                 | 3                 | 3                     | 111,123              | 3                      | 115,260              | 3                     | 115,260              |
| 3284                             | Water Microbiologist             | 1                 | 1                 | 1                     | 46,333               | 1                      | 48,040               | 1                     | 48,040               |
| 1442                             | Water Operations Painter         | 3                 | 3                 | 3                     | 118,140              | 5                      | 185,972              | 5                     | 185,972              |
| 1713                             | Water Quality Inspector          | 6                 | 5                 | 5                     | 230,788              | 5                      | 239,973              | 5                     | 239,973              |
| 1722                             | Water Service Crew Leader        | 0                 | 0                 | 17                    | 706,010              | 17                     | 729,977              | 17                    | 729,977              |
| 1711                             | Water Service Inspector          | 9                 | 9                 | 9                     | 327,370              | 9                      | 338,880              | 9                     | 338,880              |
| 1720                             | Water Service Mechanic           | 53                | 53                | 37                    | 1,495,790            | 37                     | 1,528,246            | 37                    | 1,528,246            |
| 1283                             | Water Svc Mechanic Apprentice    | 7                 | 7                 | 7                     | 269,739              | 7                      | 278,903              | 7                     | 278,903              |
| 1752                             | Water Treatment Operator         | 9                 | 9                 | 9                     | 372,357              | 9                      | 393,713              | 9                     | 393,713              |
| 1212                             | Water Works Helper               | 18                | 18                | 18                    | 570,528              | 18                     | 581,006              | 18                    | 581,006              |
| 1513                             | Welder                           | 2                 | 2                 | 2                     | 80,890               | 2                      | 83,882               | 2                     | 83,882               |
| <b>TOTAL FULL-TIME POSITIONS</b> |                                  | <b>516</b>        | <b>518</b>        | <b>527</b>            | <b>\$ 22,987,863</b> | <b>535</b>             | <b>\$ 24,149,216</b> | <b>535</b>            | <b>\$ 24,149,216</b> |

# Bureau of Water Works AU 180, 637

## BUDGET DECISIONS

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

| ACTION                                   | AMOUNT     |          |               | FTE   | DECISION                                    |
|--|------------|----------|---------------|-------|---|
|  | Ongoing    | One-Time | Total Package |       |   |
|  | 78,873,879 | 0        | 78,873,879    | 523.0 | FY 1999-2000 Current Service Level Estimate |
| CSL Estimate Adjustments                 |            |          |               |       | None  |
| Mayor's Proposed Budget Decisions        |            |          |               |       |   |
|  | 150,000    | 0        | 150,000       | 0.0   | Call Center Technology                      |
|  | 209,000    | 0        | 209,000       | 2.0   | BiG (Business, Industry, Government)        |
|  | 262,800    | 0        | 262,800       | 3.0   | Groundwater/Aquifer Storage Recovery (ASR)  |
|  | 114,150    | 0        | 114,150       | 2.0   | Mains Flushing                              |
|  | 100,000    | 0        | 100,000       | 0.0   | Laboratory Information Management System    |
|  | 31,128     | 0        | 31,128        | 0.0   | Smart Building Backbone (Unadjusted)        |
|  | 24,212     | 0        | 24,212        | 0.0   | Child Care Facility                         |
|  | 46,846     | 0        | 46,846        | 0.0   | Information Technology (IT) Interagency     |
| Approved Budget Additions and Reductions |            |          |               |       |   |
|  | 90,961     | 0        | 90,961        | 2.0   | Add 2 Positions for Maintenance             |
|  | (90,961)   | 0        | (90,961)      | 0.0   | Reduce External Maintenance Contract        |
| Adopted Budget Additions and Reductions  |            |          |               |       |   |
|  | 160,000    | 0        | 160,000       | 0.0   | Professional Services                       |
|  | 9,646      | 0        | 9,646         | 0.0   | BES I/A Adjustment - Increase               |
|  | 60,897     | 0        | 60,897        | 0.0   | Facilities Space Increase                   |
|  | (31,505)   | 0        | (31,505)      | 0.0   | Facilities Backbone Adjustment              |
|  | 31,505     | 0        | 31,505        | 0.0   | BIT Backbone Adjustment                     |
|  | 1,168,679  | 0        | 1,168,679     | 9.0   | Total FY 1999-2000 Decision Packages        |
|  |            |          | \$ 80,042,558 | 532.0 | Total Adopted Budget                        |
| FY1999-2000 Decision Packages Not Funded |            |          |               |       |   |
|  | 400,000    | 0        | 400,000       | 0.0   | Monthly Billing (Bureau Deferred Request)   |
|  | 123,400    | 0        | 123,400       | 2.0   | Blue Print 2000                             |
|  |            |          | \$ 523,400    | 2.0   | Total Decision Packages Not Funded          |

## Water Division

### OVERVIEW

#### Organizational Description

*800,000 people (more than one-quarter of the state's population) are served by the Water Division*

The Water Division is responsible for construction, maintenance, and operation of the municipal water system. The division ensures the water system can provide a sufficient quantity of high quality water to satisfy the existing and future needs of the community.

Approximately 800,000 people (more than one-quarter of the State's population) are served by the Water Division. The division's 159,800 retail customers consume about 60% of the water demand. The other 40% of water demand is provided on a wholesale contract basis to 19 water purveyors, which includes cities, water districts, and private water companies. Water sales revenue is comprised of 80% from retail customers and 20% from wholesale contract customers.

#### FY 1999-00 Budget

The Water Division's FY 1999-00 Adopted Budget is \$80,042,558. This amount consists of an operating budget of \$52,767,558 and a Capital Improvement Program (CIP) of \$27,275,000.

*Over the past 25 years, the division's staffing level has increased about 9%*

Over the past 25 years, the bureau's staffing level has increased about 9% (from 489 in FY 1974-75 to 535 in FY 1999-00). During this period, the service area has grown by one-third and the number of retail customers has increased by about 30,000, or 24% (through growth and annexation). Also, the division has been required to expand programs in water quality, watershed management, and conservation, while maintaining current levels of service in all programs through operational efficiencies.

*The operating budget has increased 2.1% over FY 1998-99.*

**Operating Budget :** This budget increased \$1,923,321 over the FY 1998-99 Revised Budget. Of this increase, \$1,087,371 allows the division to maintain its current service level. This amount, which is 2.1% over the Revised Budget, is the net of several budgetary adjustments. Increases in service level are reflected in five decision packages, which total \$835,950, including seven positions.

**Capital Improvement Program Budget:** This budget has decreased \$2,334,790 from the FY 1998-99 Revised Budget. The Bureau's 10-year Capital Improvement Plan (CIP) includes the philosophy of the program, summaries of each year's costs and financing plan, and a description of each project. The Water Construction Fund narrative discusses the financing of the CIP and has a brief description of the most significant projects planned for FY 1999-00.

The 10-year plan includes significant cost increases for the years after FY 1999-00. Background and discussion of the CIP's future is in a November 13, 1998 Memo titled Future of the Water Bureau's CIP. This memo details the following seven major reasons for the planned increase: Water Quality Regulations; Environmental and Safety Regulations; Meeting Regional Water Supply Needs; Information Technology; Reliability; Aging Infrastructure; and Conservation.

### RECENT TRENDS

#### Demographics

The number of in-City retail services is projected to grow nearly 0.7% per year over the five-year forecast period contained in the division's Financial Plan.

## Economics

The division's most recent revenue bonds (November 1997) were assigned a Aa1 rating from Moody's Investor Services. This is the highest bond rating attainable for a stand alone revenue bond issue. This places the Water Division in elite company as one of a handful of Aa1 rated water systems in the entire United States, and the highest rated water system in the Pacific Northwest.

## CHANGES FROM PRIOR YEAR

### Decision Packages

The following decision packages have been approved for the FY 1999-00 Adopted Budget:

- ◆ **Call Center Technology:** Funds will be used to acquire hardware and software that will provide Computer / Telephone Integration, Interactive Voice Response, and Interactive Web Response. The existing system is at capacity and needs to be replaced. These technologies will provide an interface with the new CIS system and will provide significant improvements to customer service.
- ◆ **BIG Conservation Program Enhancement:** Funds will add two positions to begin implementing the recommendations in the recently completed Black & Veatch report entitled Study of BIG Program Conservation. Alternative Use. Direct Use and Re-Use Potential. The program will improve the level of service offered through the Business, Industry and Government (BIG) Conservation Program. This program identifies ways that large water customers can use more water efficiently.
- ◆ **Groundwater / Aquifer Storage and Recover (ASR) Program:** Funds will add three positions for wellfield operation and maintenance and ASR development. Initially the positions will concentrate on wellfield maintenance. Over time ASR will be studied and may be developed with these positions acquiring the expertise needed by the bureau.
- ◆ **Flushing Program:** Funds will add two positions to implement a comprehensive water main flushing program. An effective flushing program is needed to reduce water quality problems and enhance customer satisfaction.
- ◆ **Laboratory Information Management System (LIMS):** Funds will be used to acquire a LIMS computer system. The current system can no longer meet the needs of the Water Quality Laboratory and other key users of data.

### Operating Functions

*The Water Division's new Customer Information System will be operational in this fiscal year.*

The division has initiated functional changes that will improve its service and efficiency.

- ◆ **Customer Information System (CIS):** In FY 1997-98, the division began the process of acquiring and implementing a new Customer Information System (CIS). This is the largest organizational and technical implementation in the history of the division. During FY 1998-99, the division has accomplished significant milestones in defining technical requirements and re-engineering business processes. The new CIS is on target for testing, training, and implementation in the fall of 1999.
- ◆ **Monthly Meter Reading and Billing:** The division will continue conducting a feasibility study to implement monthly meter reading and billing for all quarterly billed customers.
- ◆ **Decorative Fountain Maintenance:** The function of performing decorative fountain maintenance will be done with two additional staff positions. The annual contract for maintenance will be eliminated.

# Water Division AU 180

## SUMMARY OF DIVISION BUDGET

|  | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|--|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>EXPENDITURES</b>  |                      |                      |                       |                        |                       |
| <b>Operating Budget</b>  |                      |                      |                       |                        |                       |
| Personal Services  | 25,140,825           | 26,291,659           | 27,414,394            | 30,113,197             | 30,113,197            |
| External Materials and Service   | 8,040,725            | 9,301,462            | 13,432,628            | 12,514,879             | 12,674,879            |
| Internal Materials and Service   | 7,254,958            | 6,890,096            | 7,058,963             | 8,067,895              | 8,138,438             |
| Minor Capital Outlay   | 757,571              | 988,985              | 2,923,392             | 1,841,044              | 1,841,044             |
| Equipment Cash Transfers   | 168,065              | 5,000                | 15,360                | 0                      | 0                     |
| <b>Total Operating Budget</b>  | 41,362,144           | 43,477,202           | 50,844,737            | 52,537,015             | 52,767,558            |
| Capital Improvements   | 21,790,555           | 17,240,974           | 29,609,290            | 27,275,000             | 27,275,000            |
| <b>TOTAL BUREAU EXPENDITURES</b>   | <b>\$ 63,152,699</b> | <b>\$ 60,718,176</b> | <b>\$ 80,454,027</b>  | <b>\$ 79,812,015</b>   | <b>\$ 80,042,558</b>  |
| Allocated Overhead Costs   | 1,609,410            | 1,402,812            | 1,559,235             | 1,814,345              | 1,842,217             |
| <b>Total Cost with Allocated Overhead</b>  | 64,762,109           | 62,120,988           | 82,013,262            | 81,626,360             | 81,884,775            |
| <b>Authorized Full-Time Positions</b>  |                      |                      |                       |                        |                       |
| General Fund Discretionary   | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>TOTAL POSITIONS</b>   | <b>513</b>           | <b>515</b>           | <b>524</b>            | <b>532</b>             | <b>532</b>            |
| <b>RESOURCES</b>   |                      |                      |                       |                        |                       |
| Water Operating Fund   |                      | 55,288,262           | 74,578,482            | 74,006,221             | 73,606,764            |
| Discretionary General Fund   |                      | 0                    | 0                     | 0                      | 0                     |
| <b>Non-Discretionary Revenues</b>  |                      |                      |                       |                        |                       |
| Grants & Donations   |                      | 91,906               | 347,500               | 337,500                | 337,500               |
| Contract Revenues  |                      | 696,673              | 728,180               | 754,904                | 754,904               |
| Interagency Revenues   |                      | 4,641,335            | 4,799,865             | 4,713,390              | 5,343,390             |
| Bureau Program Revenues  |                      | 0                    | 0                     | 0                      | 0                     |
| Overhead Revenues  |                      | 0                    | 0                     | 0                      | 0                     |
| <b>Total Non-Discretionary Revenues</b>  |                      | 5,429,914            | 5,875,545             | 5,805,794              | 6,435,794             |
| <b>Total General Fund Resources</b>  |                      | 5,429,914            | 5,875,545             | 5,805,794              | 6,435,794             |
| <b>TOTAL RESOURCES</b>   |                      | <b>\$ 60,718,176</b> | <b>\$ 80,454,027</b>  | <b>\$ 79,812,015</b>   | <b>\$ 80,042,558</b>  |
| Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.<br>Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue. |                      |                      |                       |                        |                       |
| <b>PROGRAMS</b>  |                      |                      |                       |                        |                       |
| Administration Program   |                      | 2,743,055            | 3,027,533             | 4,073,618              | 4,247,007             |
| Positions  |                      | 8                    | 8                     | 8                      | 8                     |
| Customer Services Program  |                      | 7,731,069            | 9,595,964             | 8,009,669              | 8,082,847             |
| Positions  |                      | 75                   | 93                    | 92                     | 92                    |
| Water Distribution Program   |                      | 28,481,864           | 35,566,512            | 33,821,536             | 33,671,426            |
| Positions  |                      | 295                  | 281                   | 282                    | 282                   |
| Finance Program  |                      | 4,759,598            | 5,627,950             | 5,652,532              | 5,780,505             |
| Positions  |                      | 40                   | 41                    | 42                     | 42                    |
| Water Quality Program  |                      | 5,026,264            | 6,699,197             | 7,367,410              | 7,317,410             |
| Positions  |                      | 32                   | 36                    | 38                     | 38                    |
| Water Supply Program   |                      | 11,978,695           | 19,936,871            | 20,887,250             | 20,943,363            |
| Positions  |                      | 65                   | 65                    | 70                     | 70                    |
| <b>TOTAL PROGRAMS</b>  |                      | <b>\$ 60,720,545</b> | <b>\$ 80,454,027</b>  | <b>\$ 79,812,015</b>   | <b>\$ 80,042,558</b>  |
| Positions  |                      | <b>515</b>           | <b>524</b>            | <b>532</b>             | <b>532</b>            |



# Water Division AU 180

## LINE ITEM DETAIL

|   |                               | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|-------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>Personnel Services</b>                   |                               |                      |                      |                       |                        |                       |
| 511000                                      | Full-Time Employees           | 16,423,320           | 16,927,790           | 22,827,025            | 23,977,679             | 23,977,679            |
| 512000                                      | Part-Time Employees           | 520,453              | 646,776              | 670,180               | 521,780                | 521,780               |
| 514000                                      | Overtime                      | 891,631              | 929,854              | 788,850               | 705,482                | 705,482               |
| 515000                                      | Premium Pay                   | 130,357              | 140,850              | 127,650               | 117,701                | 117,701               |
| 517000                                      | Benefits                      | 7,611,773            | 8,049,540            | 8,923,409             | 9,587,855              | 9,587,855             |
| 518000                                      | Paid Absence                  | 3,376,169            | 3,732,704            | 0                     | 0                      | 0                     |
| <b>Total Personnel Services</b>             |                               | <b>28,953,703</b>    | <b>30,427,514</b>    | <b>33,337,114</b>     | <b>34,910,497</b>      | <b>34,910,497</b>     |
| <b>Materials and Services</b>               |                               |                      |                      |                       |                        |                       |
| <b>External Materials and Service</b>       |                               |                      |                      |                       |                        |                       |
| 521000                                      | Professional Services         | 4,562,771            | 5,692,804            | 11,173,200            | 9,003,874              | 9,163,874             |
| 522000                                      | Utilities                     | 1,340,878            | 1,231,246            | 2,094,700             | 2,080,300              | 2,080,300             |
| 523000                                      | Equipment Rental              | 13,081               | 10,374               | 22,950                | 35,868                 | 35,868                |
| 524000                                      | Repair & Maintenance Services | 599,832              | 885,442              | 1,044,720             | 857,774                | 857,774               |
| 525000                                      | Non-Capital Improvement       | 0                    | 0                    | 0                     | 0                      | 0                     |
| 528000                                      | Local Match Payments          | 0                    | 0                    | 0                     | 0                      | 0                     |
| 529000                                      | Miscellaneous Services        | 920,460              | 1,416,421            | 2,146,750             | 1,635,700              | 1,635,700             |
| 531000                                      | Office Supplies               | 0                    | 0                    | 0                     | 0                      | 0                     |
| 532000                                      | Operating Supplies            | 5,003,784            | 5,573,388            | 6,179,549             | 6,454,357              | 6,454,357             |
| 533000                                      | Repair & Maintenance Supplies | 151,710              | 0                    | 0                     | 0                      | 0                     |
| 534000                                      | Minor Equipment & Tools       | 0                    | 0                    | 0                     | 0                      | 0                     |
| 535000                                      | Clothing & Uniforms           | 39,930               | 42,442               | 55,700                | 49,270                 | 49,270                |
| 539000                                      | Other Commodities External    | 17,051               | 14,515               | 23,000                | 17,850                 | 17,850                |
| 541000                                      | Education                     | 296,821              | 283,231              | 349,774               | 407,730                | 407,730               |
| 542000                                      | Local Travel                  | 7,618                | 5,975                | 8,700                 | 7,050                  | 7,050                 |
| 543000                                      | Out-of-Town Travel            | 133,576              | 143,637              | 215,285               | 242,324                | 242,324               |
| 544000                                      | Space Rental                  | 10,096               | 10,898               | 12,300                | 13,000                 | 13,000                |
| 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                 | 124,128              | 551,404              | 345,100               | 368,056                | 368,056               |
| <b>Total External Materials and Service</b> |                               | <b>13,221,736</b>    | <b>15,861,777</b>    | <b>23,671,728</b>     | <b>21,173,153</b>      | <b>21,333,153</b>     |
| <b>Internal Materials and Service</b>       |                               |                      |                      |                       |                        |                       |
| 551000                                      | Fleet Services                | 2,461,974            | 1,403,615            | 1,624,256             | 1,790,409              | 1,790,409             |
| 552000                                      | Printing & Distribution       | 705,079              | 728,253              | 930,745               | 1,014,797              | 1,014,797             |
| 553000                                      | Facilities Services           | 806,250              | 1,443,359            | 1,307,926             | 1,346,522              | 1,375,914             |
| 554000                                      | Communications Services       | 808,278              | 835,015              | 909,428               | 993,889                | 993,889               |
| 555000                                      | Data Processing Services      | 924,614              | 907,306              | 695,492               | 684,030                | 715,535               |
| 556000                                      | Insurance                     | 955,616              | 786,439              | 727,895               | 877,694                | 877,694               |
| 557000                                      | Master Lease                  | 0                    | 0                    | 0                     | 0                      | 0                     |
| 558000                                      | Same Fund Services            | 0                    | 0                    | 0                     | 0                      | 0                     |
| 559000                                      | Other Fund Services           | 1,923,821            | 2,310,018            | 2,141,491             | 2,510,980              | 2,520,626             |
| <b>Total Internal Materials and Service</b> |                               | <b>8,585,632</b>     | <b>8,414,005</b>     | <b>8,337,233</b>      | <b>9,218,321</b>       | <b>9,288,864</b>      |
| <b>Total Materials and Services</b>         |                               | <b>21,807,368</b>    | <b>24,275,782</b>    | <b>32,008,961</b>     | <b>30,391,474</b>      | <b>30,622,017</b>     |
| <b>Capital Outlay</b>                       |                               |                      |                      |                       |                        |                       |
| 561000                                      | Land                          | 761,581              | 3,000                | 786,900               | 339,100                | 339,100               |
| 562000                                      | Buildings                     | 21,765               | 0                    | 0                     | 0                      | 0                     |
| 563000                                      | Improvements                  | 10,625,838           | 4,021,556            | 9,091,200             | 12,002,400             | 12,002,400            |
| 564000                                      | Capital Equipment             | 757,571              | 1,950,171            | 5,197,392             | 2,119,744              | 2,119,744             |
| 565000                                      | Facilities Lease/Purchase     | 0                    | 0                    | 0                     | 0                      | 0                     |
| 566000                                      | Equipment Lease/Purchase      | 0                    | 0                    | 0                     | 0                      | 0                     |
| 568000                                      | Other Capital Expenditure     | 0                    | 0                    | 0                     | 0                      | 0                     |
| 569000                                      | Depreciation                  | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>Total Capital Outlay</b>                 |                               | <b>12,166,755</b>    | <b>5,974,727</b>     | <b>15,075,492</b>     | <b>14,461,244</b>      | <b>14,461,244</b>     |
| 573000                                      | Equipment Cash Transfers      | 224,873              | 5,000                | 15,360                | 0                      | 0                     |
| 576000                                      | Minor Equipment Transfers     | 0                    | 35,153               | 17,100                | 48,800                 | 48,800                |
| <b>TOTAL DIVISION EXPENSES</b>              |                               | <b>\$ 63,152,699</b> | <b>\$ 60,718,176</b> | <b>\$ 80,454,027</b>  | <b>\$ 79,812,015</b>   | <b>\$ 80,042,558</b>  |

# Hydroelectric Power Division AU 637

## FULL-TIME POSITIONS

|                                  |                         | Actual<br>FY 1997 | Actual<br>FY 1998 | Revised<br>FY 1998-99 |                   | Approved<br>FY 1999-00 |                   | Adopted<br>FY 1999-00 |                   |
|----------------------------------|-------------------------|-------------------|-------------------|-----------------------|-------------------|------------------------|-------------------|-----------------------|-------------------|
| Class                            | Title                   | No.               | No.               | No.                   | Amount            | No.                    | Amount            | No.                   | Amount            |
| 2534                             | Applications Analyst IV | 1                 | 1                 | 1                     | 58,213            | 1                      | 65,123            | 1                     | 65,123            |
| 114                              | Clerical Specialist     | 1                 | 1                 | 1                     | 31,195            | 1                      | 32,341            | 1                     | 32,341            |
| 3167                             | Supervising Engineer    | 1                 | 1                 | 1                     | 71,430            | 1                      | 74,073            | 1                     | 74,073            |
| <b>TOTAL FULL-TIME POSITIONS</b> |                         | <b>3</b>          | <b>3</b>          | <b>3</b>              | <b>\$ 160,838</b> | <b>3</b>               | <b>\$ 171,537</b> | <b>3</b>              | <b>\$ 171,537</b> |

# Water Fund – 153

## FUND SUMMARY

|   | Actual<br>FY 1996-97  | Actual<br>FY 1997-98  | Revised<br>FY 1998-99 | Yr End Est.<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|-----------------------|-----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| <b>RESOURCES</b>                        |                       |                       |                       |                           |                        |                       |
| <b>External Revenues</b>                |                       |                       |                       |                           |                        |                       |
| <b>Service Charges and Fees</b>         |                       |                       |                       |                           |                        |                       |
| Miscellaneous                           | 113,290               | 93,361                | 125,000               | 125,000                   | 1,905,000              | 125,000               |
| Public Works/Utility Charge             | 57,937,606            | 59,225,242            | 58,982,898            | 58,982,898                | 62,041,113             | 62,136,183            |
| Rents and Reimbursements                | 231,508               | 264,705               | 268,112               | 268,112                   | 225,000                | 225,000               |
|   | 58,282,404            | 59,583,308            | 59,376,010            | 59,376,010                | 64,171,113             | 62,486,183            |
| <b>Local Sources</b>                    |                       |                       |                       |                           |                        |                       |
| Local Cost Sharing                      | 147,247               | 5,258                 | 16,792                | 16,792                    | 18,132                 | 18,180                |
|   | 147,247               | 5,258                 | 16,792                | 16,792                    | 18,132                 | 18,180                |
| <b>Miscellaneous Revenues</b>           |                       |                       |                       |                           |                        |                       |
| Interest Earned                         | 1,060,757             | 1,472,085             | 1,113,577             | 1,413,577                 | 1,151,404              | 1,151,404             |
| Other Miscellaneous                     | 55,034                | 230,015               | 0                     | 0                         | 0                      | 0                     |
| Private Grants/Donations                | 39,220                | 8,144                 | 0                     | 0                         | 0                      | 0                     |
| Refunds                                 | 74,920                | 83,975                | 40,000                | 40,000                    | 40,000                 | 40,000                |
| Sale of Capital Assets                  | 0                     | 117,009               | 0                     | 0                         | 0                      | 0                     |
| Sales Miscellaneous                     | 229,771               | 242,999               | 376,200               | 376,200                   | 391,200                | 1,441,200             |
|   | 1,459,702             | 2,154,227             | 1,529,777             | 1,829,777                 | 1,582,604              | 2,632,604             |
| <b>Total External Revenues</b>          | <b>59,889,353</b>     | <b>61,742,793</b>     | <b>60,922,579</b>     | <b>61,222,579</b>         | <b>65,771,849</b>      | <b>65,136,967</b>     |
| <b>Internal Revenues</b>                |                       |                       |                       |                           |                        |                       |
| <b>Other Cash Transfers</b>             |                       |                       |                       |                           |                        |                       |
| Water Construction Fund                 | 24,144,675            | 23,421,622            | 28,005,914            | 28,005,914                | 29,300,153             | 29,300,153            |
|   | 24,144,675            | 23,421,622            | 28,005,914            | 28,005,914                | 29,300,153             | 29,300,153            |
| <b>Federal Grants Transfers</b>         |                       |                       |                       |                           |                        |                       |
|   | 251,868               | 86,463                | 337,500               | 337,500                   | 337,500                | 337,500               |
| <b>Interfund Service Reimbursements</b> |                       |                       |                       |                           |                        |                       |
| Environmental Services                  | 4,076,509             | 4,216,059             | 4,353,490             | 4,353,490                 | 4,425,556              | 4,425,556             |
| Facilities Services Fund                | 6,398                 | 0                     | 500                   | 500                       | 0                      | 0                     |
| Fire Bureau                             | 20,843                | 0                     | 0                     | 0                         | 0                      | 0                     |
| Fleet Management                        | 81,996                | 80,040                | 78,300                | 78,300                    | 80,064                 | 80,064                |
| Hydropower Operating Fund               | 71,232                | 67,837                | 76,680                | 76,680                    | 85,000                 | 85,000                |
| Parks Bureau                            | 142,745               | 130,448               | 139,695               | 139,695                   | 5,470                  | 5,470                 |
| Parks Capital Improvement Fund          | 0                     | 1,739                 | 87,000                | 87,000                    | 10,000                 | 10,000                |
| Police Bureau                           | 290                   | 0                     | 0                     | 0                         | 0                      | 0                     |
| Transportation                          | 75,769                | 145,212               | 64,200                | 64,200                    | 107,300                | 737,300               |
|   | 4,475,782             | 4,641,335             | 4,799,865             | 4,799,865                 | 4,713,390              | 5,343,390             |
| <b>Total Internal Revenues</b>          | <b>28,872,325</b>     | <b>28,149,420</b>     | <b>33,143,279</b>     | <b>33,143,279</b>         | <b>34,351,043</b>      | <b>34,981,043</b>     |
| <b>Beginning Fund Balance</b>           | <b>17,822,581</b>     | <b>23,467,628</b>     | <b>22,148,204</b>     | <b>26,120,929</b>         | <b>24,243,442</b>      | <b>24,243,442</b>     |
| <b>TOTAL RESOURCES</b>                  | <b>\$ 106,584,259</b> | <b>\$ 113,359,841</b> | <b>\$ 116,214,062</b> | <b>\$ 120,486,787</b>     | <b>\$ 124,366,334</b>  | <b>\$ 124,361,452</b> |
| <b>REQUIREMENTS</b>                     |                       |                       |                       |                           |                        |                       |
| <b>Bureau Expenses</b>                  |                       |                       |                       |                           |                        |                       |
| <b>Personal Services</b>                | 28,953,703            | 30,427,514            | 33,337,114            | 32,182,605                | 34,910,497             | 34,910,497            |
| <b>External Materials and Service</b>   | 13,044,034            | 15,825,865            | 23,671,728            | 16,864,717                | 21,173,153             | 21,333,153            |
| Communications Services                 | 808,278               | 835,015               | 909,428               | 0                         | 993,889                | 993,889               |
| Data Processing Services                | 924,614               | 907,306               | 695,492               | 0                         | 684,030                | 715,535               |
| Facilities Services                     | 806,250               | 1,443,359             | 1,307,926             | 0                         | 1,346,522              | 1,375,914             |
| Fleet Services                          | 2,461,974             | 1,403,615             | 1,624,256             | 8,337,233                 | 1,790,409              | 1,790,409             |
| Insurance                               | 955,616               | 786,439               | 727,895               | 0                         | 877,694                | 877,694               |
| Printing & Distribution                 | 705,079               | 728,253               | 930,745               | 0                         | 1,014,797              | 1,014,797             |
| City Attorney                           | 156,385               | 164,204               | 169,611               | 0                         | 173,546                | 173,546               |
| Auto Port Operating                     | 49,570                | 52,782                | 0                     | 0                         | 0                      | 0                     |
| Energy Office                           | 66,017                | 61,237                | 51,878                | 0                         | 51,680                 | 51,680                |
| Environmental Services                  | 232,767               | 181,540               | 191,063               | 0                         | 231,604                | 241,250               |
| Finance & Administration                | 101,199               | 153,061               | 415,842               | 0                         | 614,100                | 614,100               |
| Government Relations                    | 0                     | 11,333                | 13,990                | 0                         | 13,990                 | 13,990                |
| Hydropower Operating Fund               | 30,892                | 39,909                | 41,100                | 0                         | 48,000                 | 48,000                |
| Parking Facilities                      | 0                     | 0                     | 59,280                | 0                         | 59,280                 | 59,280                |
| Parks Bureau                            | 34,759                | 34,588                | 50,970                | 0                         | 64,980                 | 64,980                |
| Planning                                | 97,866                | 300,000               | 0                     | 0                         | 0                      | 0                     |

|                                      | Actual<br>FY 1996-97  | Actual<br>FY 1997-98  | Revised<br>FY 1998-99 | Yr End Est.<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|--------------------------------------|-----------------------|-----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| Portland Parks Trust                 | 500                   | 0                     | 0                     | 0                         | 0                      | 0                     |
| Transportation                       | 1,153,866             | 1,311,364             | 1,147,757             | 0                         | 1,253,800              | 1,253,800             |
|                                      | 8,585,632             | 8,414,005             | 8,337,233             | 8,337,233                 | 9,218,321              | 9,288,864             |
| <b>Capital Outlay</b>                | 12,166,755            | 5,974,727             | 15,075,492            | 10,726,908                | 14,461,244             | 14,461,244            |
| <b>Equipment Cash Transfers</b>      |                       |                       |                       |                           |                        |                       |
| Communications Services              | 56,808                | 0                     | 0                     | 0                         | 0                      | 0                     |
| Fleet Operating                      | 168,065               | 0                     | 0                     | 0                         | 0                      | 0                     |
| Printing & Distribution              | 0                     | 5,000                 | 15,360                | 0                         | 0                      | 0                     |
|                                      | 224,873               | 5,000                 | 15,360                | 0                         | 0                      | 0                     |
| <b>Minor Equipment Transfers</b>     |                       |                       |                       |                           |                        |                       |
| Communications Services              | 0                     | 35,153                | 11,100                | 32,460                    | 45,800                 | 45,800                |
| Printing & Distribution              | 0                     | 0                     | 6,000                 | 0                         | 3,000                  | 3,000                 |
|                                      | 0                     | 35,153                | 17,100                | 32,460                    | 48,800                 | 48,800                |
| <b>Total Bureau Expenses</b>         | 62,974,997            | 60,682,264            | 80,454,027            | 68,143,923                | 79,812,015             | 80,042,558            |
| <b>Fund Requirements</b>             |                       |                       |                       |                           |                        |                       |
| <b>General Operating Contingency</b> |                       |                       |                       |                           |                        |                       |
| General Operating Contingency        | 0                     | 0                     | 5,660,613             | 5,660,613                 | 13,334,507             | 13,071,998            |
| Rate Stabilization Contingency       | 0                     | 0                     | 2,000,000             | 2,000,000                 | 2,000,000              | 2,000,000             |
|                                      | 0                     | 0                     | 7,660,613             | 7,660,613                 | 15,334,507             | 15,071,998            |
| <b>General Fund Overhead</b>         | 1,609,410             | 1,402,812             | 1,596,996             | 1,596,996                 | 1,814,345              | 1,842,217             |
| <b>Fund Cash Transfers</b>           |                       |                       |                       |                           |                        |                       |
| General Fund                         | 3,306,498             | 3,299,245             | 3,398,825             | 3,398,825                 | 3,530,374              | 3,529,918             |
| Washington County Supply             | 159,488               | 169,085               | 178,447               | 178,447                   | 188,025                | 188,025               |
| Water Bond Sinking                   | 9,025,447             | 9,578,411             | 10,494,332            | 10,494,332                | 10,321,441             | 10,321,109            |
| Water Construction Fund              | 5,752,563             | 11,575,946            | 12,390,822            | 12,390,822                | 12,716,290             | 12,716,290            |
|                                      | 18,243,996            | 24,622,687            | 26,462,426            | 26,462,426                | 26,756,130             | 26,755,342            |
| <b>Inventory Increases</b>           | 0                     | 0                     | 40,000                | 40,000                    | 40,000                 | 40,000                |
| <b>Debt Retirement</b>               | 1,529,268             | 531,235               | 0                     | 0                         | 609,337                | 609,337               |
| <b>Unappropriated Ending Balance</b> |                       |                       |                       |                           |                        |                       |
| Unappropriated Ending Balance        | 22,226,588            | 26,120,843            | 0                     | 16,582,829                | 0                      | 0                     |
|                                      | 22,226,588            | 26,120,843            | 0                     | 16,582,829                | 0                      | 0                     |
| <b>Total Fund Requirements</b>       | 43,609,262            | 52,677,577            | 35,760,035            | 52,342,864                | 44,554,319             | 44,318,894            |
| <b>TOTAL REQUIREMENTS</b>            | <b>\$ 106,584,259</b> | <b>\$ 113,359,841</b> | <b>\$ 116,214,062</b> | <b>\$ 120,486,787</b>     | <b>\$ 124,366,334</b>  | <b>\$ 124,361,452</b> |

## FUND OVERVIEW

### Description

The Water Operating Fund is the operating fund of the water utility and, with the exception of debt service, all expenditures are made from this fund for operation, maintenance, and capital assets. Receipts from the sale of water are the primary source of revenue for the Water Operating Fund, and it is the cash flow in this fund that determines the need for rate increases.

### Resources

Resources of \$124.4 million in this fund are supported by the following:

1. Water sales of \$59.4 million. (This amount is 6.5% greater than the FY 1998-99 Revised Budget.)
2. Beginning fund balance of \$24.2 million.
3. Cash transferred from the Water Construction Fund for capital costs of \$29.3 million.
4. City service reimbursements of \$5.3 million - primarily from the City's Bureau of Environmental Services for sewer billing and collection services.
5. Capital project reimbursements including new service installations of \$4.4 million.

6. Miscellaneous revenues of \$1.8 million.

**Requirements**

Requirements of \$124.4 million in this fund are comprised of four components:

1. Bureau expenses of \$80.1 million for:
  - a. Operating budget of \$52.8 million required to maintain, operate, support, and manage the water system.
  - b. Capital Improvement Program (CIP) budget of \$27.3 million required for capital maintenance and improvements/expansions to the water system.
2. Fund level requirements of \$28.6 million for:
  - a. Utility License Fee of \$3.5 million.
  - b. General Fund Overhead of \$1.8 million.
  - c. Cash transfers of \$10.5 million to the Water Sinking Funds to pay debt service.
  - d. Transfers of \$12.8 million to the Water Construction Fund for cash financed capital and capital project reimbursements.
3. Accrued interest payable of \$0.6 million.
4. Contingency of \$15.1 million for:
  - a. General operating contingency of \$13.1 million.
  - b. Rate stabilization of \$2.0 million.

# Water Bond Sinking Fund – 355

## DEBT REDEMPTION SCHEDULE

| Bond Description                                  | Amount Issued | Fiscal Year | Principal  | Coupon  | Interest   | Total P+I   |
|---|---------------|-------------|------------|---------|------------|-------------|
| Due 08/01   |               | 2002/03     | 650,000    | 4.50%   | 884,335    | 1,534,335   |
|   |               | 2003/04     | 680,000    | 4.60%   | 854,070    | 1,534,070   |
|   |               | 2004/05     | 715,000    | 4.70%   | 821,628    | 1,536,628   |
|   |               | 2005/06     | 750,000    | 4.80%   | 786,825    | 1,536,825   |
|   |               | 2006/07     | 785,000    | 4.90%   | 749,593    | 1,534,593   |
|   |               | 2007/08     | 825,000    | 5.00%   | 709,735    | 1,534,735   |
|   |               | 2008/09     | 870,000    | 5.10%   | 666,925    | 1,536,925   |
|   |               | 2009/10     | 915,000    | 5.20%   | 620,950    | 1,535,950   |
|   |               | 2010/11     | 965,000    | 5.30%   | 571,588    | 1,536,588   |
|   |               | 2011/12     | 1,015,000  | 5.35%   | 518,864    | 1,533,864   |
|   |               | 2012/13     | 1,070,000  | 5.40%   | 462,823    | 1,532,823   |
|   |               | 2013/14     | 1,135,000  | 5.45%   | 403,004    | 1,538,004   |
|   |               | 2014/15     | 3,290,000  | 5.50%   | 281,600    | 3,571,600   |
|   |               | 2015/16     | 3,475,000  | 5.50%   | 95,563     | 3,570,563   |
|   |               | TOTAL       | 18,925,000 |         | 11,242,928 | 30,167,928  |
| Series 1997 A<br>Revenue<br>11/15/97<br>Due 08/01 | 30,000,000    | 1999/00     | 720,000    | 4.75%   | 1,431,875  | 2,151,875   |
|   |               | 2000/01     | 750,000    | 4.75%   | 1,396,963  | 2,146,963   |
|   |               | 2001/02     | 790,000    | 4.75%   | 1,360,388  | 2,150,388   |
|   |               | 2002/03     | 830,000    | 4.75%   | 1,321,913  | 2,151,913   |
|   |               | 2003/04     | 860,000    | 4.75%   | 1,281,775  | 2,141,775   |
|   |               | 2004/05     | 910,000    | 4.75%   | 1,239,738  | 2,149,738   |
|   |               | 2005/06     | 950,000    | 4.75%   | 1,195,563  | 2,145,563   |
|   |               | 2006/07     | 1,000,000  | 4.75%   | 1,149,250  | 2,149,250   |
|   |               | 2007/08     | 1,050,000  | 5.00%   | 1,099,250  | 2,149,250   |
|   |               | 2008/09     | 1,100,000  | 5.00%   | 1,045,500  | 2,145,500   |
|   |               | 2009/10     | 1,160,000  | 5.00%   | 989,000    | 2,149,000   |
|   |               | 2010/11     | 1,220,000  | 5.00%   | 929,500    | 2,149,500   |
|   |               | 2011/12     | 1,280,000  | 5.00%   | 867,000    | 2,147,000   |
|   |               | 2012/13     | 1,350,000  | 5.00%   | 801,250    | 2,151,250   |
|   |               | 2013/14     | 1,410,000  | 5.00%   | 732,250    | 2,142,250   |
| TOTAL<br>Revenue Bonds                            | 75,000,000    | 2014/15     | 1,490,000  | 5.00%   | 659,750    | 2,149,750   |
|   |               | 2015/16     | 1,560,000  | 5.00%   | 583,500    | 2,143,500   |
|   |               | 2016/17     | 5,310,000  | 5.00%   | 411,750    | 5,721,750   |
|   |               | 2017/18     | 5,580,000  | 5.00%   | 139,500    | 5,719,500   |
|   |               | TOTAL       | 29,320,000 |         | 18,635,713 | 47,955,713  |
|   |               | 1999/00     | 2,290,000  |         | 3,433,563  | 5,723,563   |
|   |               | 2000/01     | 2,390,000  |         | 3,330,420  | 5,720,420   |
|   |               | 2001/02     | 2,500,000  |         | 3,220,965  | 5,720,965   |
|   |               | 2002/03     | 2,620,000  |         | 3,104,025  | 5,724,025   |
|   |               | 2003/04     | 2,735,000  |         | 2,979,320  | 5,714,320   |
|   |               | 2004/05     | 2,875,000  |         | 2,847,070  | 5,722,070   |
|   |               | 2005/06     | 3,015,000  |         | 2,705,530  | 5,720,530   |
|   |               | 2006/07     | 3,165,000  |         | 2,554,610  | 5,719,610   |
|   |               | 2007/08     | 3,330,000  |         | 2,393,150  | 5,723,150   |
|   |               | 2008/09     | 3,500,000  |         | 2,220,281  | 5,720,281   |
|   |               | 2009/10     | 3,685,000  |         | 2,037,344  | 5,722,344   |
|   |               | 2010/11     | 3,880,000  |         | 1,842,731  | 5,722,731   |
|   |               | 2011/12     | 4,085,000  |         | 1,636,026  | 5,721,026   |
|   |               | 2012/13     | 4,305,000  |         | 1,417,766  | 5,722,766   |
|   |               | 2013/14     | 4,530,000  |         | 1,187,360  | 5,717,360   |
|   |               | 2014/15     | 4,780,000  |         | 941,350    | 5,721,350   |
|   |               | 2015/16     | 5,035,000  |         | 679,063    | 5,714,063   |
|   |               | 2016/17     | 5,310,000  |         | 411,750    | 5,721,750   |
|   |               | 2017/18     | 5,580,000  |         | 139,500    | 5,719,500   |
|   |               |             | 69,610,000 |         | 39,081,824 | 108,691,824 |
| Annexed Water Bonds                               |               | 1999/00     | 1,983      | Various | 620        | 2,603       |
|   |               | 2000/01     | 2,001      | Various | 537        | 2,538       |
|   |               | 2001/02     | 2,087      | Various | 449        | 2,536       |
|   |               | 2002/03     | 2,174      | Various | 355        | 2,529       |
|   |               | 2003/04     | 2,208      | Various | 256        | 2,464       |

# Water Bond Sinking Fund – 355

## DEBT REDEMPTION SCHEDULE

| Bond Description               | Amount<br>Issued | Fiscal Year | Principal             | Coupon  | Interest             | Total P+I             |
|--------------------------------|------------------|-------------|-----------------------|---------|----------------------|-----------------------|
|                                |                  | 2004/05     | 2,244                 | Various | 154                  | 2,398                 |
|                                |                  | 2005/06     | 2,155                 | Various | 51                   | 2,206                 |
|                                |                  | TOTAL       | 14,852                |         | 2,422                | 17,274                |
| <b>COMBINED DEBT SERVICE</b>   | 128,659,654      | 1999/00     | 6,156,983             |         | 4,991,321            | 11,148,304            |
|                                |                  | 2000/01     | 6,387,001             |         | 4,727,212            | 11,114,213            |
|                                |                  | 2001/02     | 6,627,087             |         | 4,446,457            | 11,073,543            |
|                                |                  | 2002/03     | 6,882,174             |         | 4,150,489            | 11,032,663            |
|                                |                  | 2003/04     | 7,147,208             |         | 3,836,096            | 10,983,304            |
|                                |                  | 2004/05     | 6,902,244             |         | 3,504,237            | 10,406,480            |
|                                |                  | 2005/06     | 7,187,155             |         | 3,176,291            | 10,363,446            |
|                                |                  | 2006/07     | 4,525,000             |         | 2,897,560            | 7,422,560             |
|                                |                  | 2007/08     | 4,760,000             |         | 2,668,425            | 7,428,425             |
|                                |                  | 2008/09     | 5,000,000             |         | 2,423,021            | 7,423,021             |
|                                |                  | 2009/10     | 5,265,000             |         | 2,162,294            | 7,427,294             |
|                                |                  | 2010/11     | 5,540,000             |         | 1,885,061            | 7,425,061             |
|                                |                  | 2011/12     | 4,085,000             |         | 1,636,026            | 5,721,026             |
|                                |                  | 2012/13     | 4,305,000             |         | 1,417,766            | 5,722,766             |
|                                |                  | 2013/14     | 4,530,000             |         | 1,187,360            | 5,717,360             |
|                                |                  | 2014/15     | 4,780,000             |         | 941,350              | 5,721,350             |
|                                |                  | 2015/16     | 5,035,000             |         | 679,063              | 5,714,063             |
|                                |                  | 2016/17     | 5,310,000             |         | 411,750              | 5,721,750             |
|                                |                  | 2017/18     | 5,580,000             |         | 139,500              | 5,719,500             |
| <b>TOTAL FUND DEBT SERVICE</b> |                  |             | <b>\$ 106,004,852</b> |         | <b>\$ 47,281,278</b> | <b>\$ 153,286,130</b> |

# Water Construction Fund – 554

## FUND SUMMARY

|                                 | Actual<br>FY 1996–97 | Actual<br>FY 1997–98 | Revised<br>FY 1998–99 | Yr End Est.<br>FY 1998–99 | Approved<br>FY 1999–00 | Adopted<br>FY 1999–00 |
|---------------------------------|----------------------|----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| <b>RESOURCES</b>                |                      |                      |                       |                           |                        |                       |
| <b>External Revenues</b>        |                      |                      |                       |                           |                        |                       |
| <b>Service Charges and Fees</b> |                      |                      |                       |                           |                        |                       |
| Public Works/Utility Charge     | 939,838              | 1,556,511            | 1,625,000             | 1,625,000                 | 1,646,030              | 1,496,180             |
|                                 | 939,838              | 1,556,511            | 1,625,000             | 1,625,000                 | 1,646,030              | 1,496,180             |
| <b>Miscellaneous Revenues</b>   |                      |                      |                       |                           |                        |                       |
| Bond and Note Sales             | 0                    | 29,711,906           | 0                     | 0                         | 27,900,000             | 27,900,000            |
| Interest Earned                 | 1,247,913            | 1,463,208            | 1,149,389             | 1,149,389                 | 1,472,317              | 1,472,649             |
| Sale of Capital Assets          | 576,587              | 0                    | 0                     | 0                         | 0                      | 0                     |
|                                 | 1,824,500            | 31,175,114           | 1,149,389             | 1,149,389                 | 29,372,317             | 29,372,649            |
| <b>Total External Revenues</b>  | <b>2,764,338</b>     | <b>32,731,625</b>    | <b>2,774,389</b>      | <b>2,774,389</b>          | <b>31,018,347</b>      | <b>30,868,829</b>     |
| <b>Internal Revenues</b>        |                      |                      |                       |                           |                        |                       |
| <b>Other Cash Transfers</b>     |                      |                      |                       |                           |                        |                       |
| Water Fund                      | 5,752,563            | 11,575,946           | 12,390,822            | 12,390,822                | 12,716,290             | 12,716,290            |
|                                 | 5,752,563            | 11,575,946           | 12,390,822            | 12,390,822                | 12,716,290             | 12,716,290            |
| <b>Total Internal Revenues</b>  | <b>5,752,563</b>     | <b>11,575,946</b>    | <b>12,390,822</b>     | <b>12,390,822</b>         | <b>12,716,290</b>      | <b>12,716,290</b>     |
| <b>Beginning Fund Balance</b>   | <b>26,124,157</b>    | <b>9,957,769</b>     | <b>26,984,425</b>     | <b>29,774,416</b>         | <b>16,071,824</b>      | <b>16,071,824</b>     |
| <b>TOTAL RESOURCES</b>          | <b>\$ 34,641,058</b> | <b>\$ 54,265,340</b> | <b>\$ 42,149,636</b>  | <b>\$ 44,939,627</b>      | <b>\$ 59,806,461</b>   | <b>\$ 59,656,943</b>  |

|                                      |                      |                      |                      |                      |                      |                      |
|--------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| <b>REQUIREMENTS</b>                  |                      |                      |                      |                      |                      |                      |
| <b>Bureau Expenses</b>               |                      |                      |                      |                      |                      |                      |
| <b>Fund Requirements</b>             |                      |                      |                      |                      |                      |                      |
| <b>General Operating Contingency</b> |                      |                      |                      |                      |                      |                      |
| General Operating Contingency        | 0                    | 0                    | 4,330,170            | 4,330,170            | 4,578,371            | 4,578,420            |
|                                      | 0                    | 0                    | 4,330,170            | 4,330,170            | 4,578,371            | 4,578,420            |
| <b>Fund Cash Transfers</b>           |                      |                      |                      |                      |                      |                      |
| Water Bond Sinking                   | 538,614              | 1,069,302            | 861,889              | 861,889              | 1,222,317            | 1,222,649            |
| Water Fund                           | 24,144,675           | 23,421,622           | 28,005,914           | 28,005,914           | 29,300,153           | 29,300,153           |
|                                      | 24,683,289           | 24,490,924           | 28,867,803           | 28,867,803           | 30,522,470           | 30,522,802           |
| <b>Unappropriated Ending Balance</b> |                      |                      |                      |                      |                      |                      |
| Unappropriated Ending Balance        | 9,957,769            | 29,774,416           | 8,951,663            | 11,741,654           | 24,705,620           | 24,555,721           |
|                                      | 9,957,769            | 29,774,416           | 8,951,663            | 11,741,654           | 24,705,620           | 24,555,721           |
| <b>Total Fund Requirements</b>       | <b>34,641,058</b>    | <b>54,265,340</b>    | <b>42,149,636</b>    | <b>44,939,627</b>    | <b>59,806,461</b>    | <b>59,656,943</b>    |
| <b>TOTAL REQUIREMENTS</b>            | <b>\$ 34,641,058</b> | <b>\$ 54,265,340</b> | <b>\$ 42,149,636</b> | <b>\$ 44,939,627</b> | <b>\$ 59,806,461</b> | <b>\$ 59,656,943</b> |

## FUND OVERVIEW

The Water Construction Fund is the capital fund of the Water Bureau. This fund pays for capital expenditures for the water system that include ongoing capital repair and replacement; enhancements; and large and nonrecurring additions to the system.

### Resources

Resources, which total \$59.7 million, include the following:

1. Bond sale of \$27.9 million. (The bureau's financial plan includes a bond sale every other fiscal year.)
2. Reimbursement of capital expenditures from the Water Operating Fund of \$12.7 million for:
  - a. Cash financed capital projects of \$8.3 million.
  - b. Capital project reimbursements of \$4.4 million.
3. System development charges of \$1.5 million.
4. Interest earnings of \$1.5 million.
5. Beginning fund balance forecasted at \$16.1 million.



**Requirements**

Requirements, which total \$59.7 million, include the following:

1. Transfer of \$29.3 million to the Water Operating Fund to pay for the following:
  - a. \$19.2 million of anticipated direct CIP capital costs.
  - b. \$4.0 million of other ongoing capital requirements including new service installations, meter purchases, hydrant renewals, and miscellaneous equipment needs.
  - c. \$6.1 million of indirect capital costs including capitalized interest, overhead, and cost of issuing construction bonds.
2. Transfer of \$1.2 million to the Water Bond Sinking Fund to cover interest earnings on unused bond proceeds.
3. Contingency of \$4.6 million.
4. Projected Ending Fund Balance of \$24.6 million.

# Water Growth Impact Charge Trust Fund – 631

## FUND SUMMARY

|                                      | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Yr End Est.<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|--------------------------------------|----------------------|----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| <b>RESOURCES</b>                     |                      |                      |                       |                           |                        |                       |
| <b>External Revenues</b>             |                      |                      |                       |                           |                        |                       |
| <b>Miscellaneous Revenues</b>        |                      |                      |                       |                           |                        |                       |
| Interest Earned                      | 67,883               | 73,467               | 75,387                | 75,387                    | 69,588                 | 69,588                |
|                                      | 67,883               | 73,467               | 75,387                | 75,387                    | 69,588                 | 69,588                |
| <b>Total External Revenues</b>       | 67,883               | 73,467               | 75,387                | 75,387                    | 69,588                 | 69,588                |
| <b>Internal Revenues</b>             |                      |                      |                       |                           |                        |                       |
| Beginning Fund Balance               | 1,175,014            | 1,242,897            | 1,311,072             | 1,316,364                 | 1,391,751              | 1,391,751             |
| <b>TOTAL RESOURCES</b>               | <b>\$ 1,242,897</b>  | <b>\$ 1,316,364</b>  | <b>\$ 1,386,459</b>   | <b>\$ 1,391,751</b>       | <b>\$ 1,461,339</b>    | <b>\$ 1,461,339</b>   |
| <b>REQUIREMENTS</b>                  |                      |                      |                       |                           |                        |                       |
| <b>Bureau Expenses</b>               |                      |                      |                       |                           |                        |                       |
| <b>Fund Requirements</b>             |                      |                      |                       |                           |                        |                       |
| <b>Unappropriated Ending Balance</b> |                      |                      |                       |                           |                        |                       |
| Unappropriated Ending Balance        | 1,242,897            | 1,316,364            | 1,386,459             | 1,391,751                 | 1,461,339              | 1,461,339             |
|                                      | 1,242,897            | 1,316,364            | 1,386,459             | 1,391,751                 | 1,461,339              | 1,461,339             |
| <b>Total Fund Requirements</b>       | 1,242,897            | 1,316,364            | 1,386,459             | 1,391,751                 | 1,461,339              | 1,461,339             |
| <b>TOTAL REQUIREMENTS</b>            | <b>\$ 1,242,897</b>  | <b>\$ 1,316,364</b>  | <b>\$ 1,386,459</b>   | <b>\$ 1,391,751</b>       | <b>\$ 1,461,339</b>    | <b>\$ 1,461,339</b>   |

## FUND OVERVIEW

The Water Growth Impact Trust Fund is a trust fund used to accumulate resources earmarked for future requirements resulting from growth in the demand for water by wholesale customers. The fund was established so that those districts which were experiencing growth would contribute a proportionate share of money toward the next major supply increment.

# Washington County Supply Bond Redemption Fund – 356

## FUND SUMMARY

|                                      | Actual<br>FY 1996–97 | Actual<br>FY 1997–98 | Revised<br>FY 1998–99 | Yr End Est.<br>FY 1998–99 | Approved<br>FY 1999–00 | Adopted<br>FY 1999–00 |
|--------------------------------------|----------------------|----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| <b>RESOURCES</b>                     |                      |                      |                       |                           |                        |                       |
| <b>External Revenues</b>             |                      |                      |                       |                           |                        |                       |
| <b>Service Charges and Fees</b>      |                      |                      |                       |                           |                        |                       |
| Public Works/Utility Charge          | 1,038,375            | 1,164,000            | 1,710,966             | 1,710,966                 | 1,794,108              | 1,794,108             |
|                                      | 1,038,375            | 1,164,000            | 1,710,966             | 1,710,966                 | 1,794,108              | 1,794,108             |
| <b>Local Sources</b>                 |                      |                      |                       |                           |                        |                       |
| Local Cost Sharing                   | 495,041              | 451,156              | 0                     | 0                         | 0                      | 0                     |
|                                      | 495,041              | 451,156              | 0                     | 0                         | 0                      | 0                     |
| <b>Miscellaneous Revenues</b>        |                      |                      |                       |                           |                        |                       |
| Interest Earned                      | 3,701                | 4,202                | 0                     | 5,000                     | 0                      | 0                     |
|                                      | 3,701                | 4,202                | 0                     | 5,000                     | 0                      | 0                     |
| <b>Total External Revenues</b>       | <b>1,537,117</b>     | <b>1,619,358</b>     | <b>1,710,966</b>      | <b>1,715,966</b>          | <b>1,794,108</b>       | <b>1,794,108</b>      |
| <b>Internal Revenues</b>             |                      |                      |                       |                           |                        |                       |
| <b>Other Cash Transfers</b>          |                      |                      |                       |                           |                        |                       |
| Water Fund                           | 159,488              | 169,085              | 178,447               | 178,447                   | 188,025                | 188,025               |
|                                      | 159,488              | 169,085              | 178,447               | 178,447                   | 188,025                | 188,025               |
| <b>Total Internal Revenues</b>       | <b>159,488</b>       | <b>169,085</b>       | <b>178,447</b>        | <b>178,447</b>            | <b>188,025</b>         | <b>188,025</b>        |
| <b>Beginning Fund Balance</b>        | <b>828,642</b>       | <b>1,173,138</b>     | <b>1,272,007</b>      | <b>1,270,732</b>          | <b>1,380,679</b>       | <b>1,380,679</b>      |
| <b>TOTAL RESOURCES</b>               | <b>\$ 2,525,247</b>  | <b>\$ 2,961,581</b>  | <b>\$ 3,161,420</b>   | <b>\$ 3,165,145</b>       | <b>\$ 3,362,812</b>    | <b>\$ 3,362,812</b>   |
| <b>REQUIREMENTS</b>                  |                      |                      |                       |                           |                        |                       |
| <b>Bureau Expenses</b>               |                      |                      |                       |                           |                        |                       |
| <b>Fund Requirements</b>             |                      |                      |                       |                           |                        |                       |
| Debt Retirement                      | 1,352,109            | 1,690,849            | 1,784,466             | 1,784,466                 | 1,880,245              | 1,880,245             |
| <b>Unappropriated Ending Balance</b> |                      |                      |                       |                           |                        |                       |
| Unappropriated Ending Balance        | 1,173,138            | 1,270,732            | 1,376,954             | 1,380,679                 | 1,482,567              | 1,482,567             |
|                                      | 1,173,138            | 1,270,732            | 1,376,954             | 1,380,679                 | 1,482,567              | 1,482,567             |
| <b>Total Fund Requirements</b>       | <b>2,525,247</b>     | <b>2,961,581</b>     | <b>3,161,420</b>      | <b>3,165,145</b>          | <b>3,362,812</b>       | <b>3,362,812</b>      |
| <b>TOTAL REQUIREMENTS</b>            | <b>\$ 2,525,247</b>  | <b>\$ 2,961,581</b>  | <b>\$ 3,161,420</b>   | <b>\$ 3,165,145</b>       | <b>\$ 3,362,812</b>    | <b>\$ 3,362,812</b>   |

## FUND OVERVIEW

The Washington County Supply Bond Redemption Fund was established to pay the debt service for a special bond issue that financed the Washington County Gravity Supply Line. Under the terms of the contract, two wholesale water distributors are responsible for 90 percent of the debt service on that issue, while the City pays the remaining 10 percent.

To improve management and tax reporting for this fund, year end accrued interest payable is recognized in the Water Operating Fund. In FY 1999-00, the accrued interest payable equals \$-24,250.

**Washington County Supply Bond Redemption Fund – 356****DEBT REDEMPTION SCHEDULE**

| <b>Bond Description</b>                                      | <b>Amount<br/>Issued</b> | <b>Fiscal Year</b> | <b>Principal</b>     | <b>Coupon</b> | <b>Interest</b>     | <b>Total P+I</b>     |
|--|--------------------------|--------------------|----------------------|---------------|---------------------|----------------------|
| Series 1993 C<br>General Obligation<br>11/15/93<br>Due 08/01 | 15,560,000               | 1999/00            | 1,455,000            | 4.00%         | 425,245             | 1,880,245            |
|  |                          | 2000/01            | 1,605,000            | 4.25%         | 362,039             | 1,967,039            |
|  |                          | 2001/02            | 1,745,000            | 4.25%         | 290,851             | 2,035,851            |
|  |                          | 2002/03            | 1,820,000            | 4.35%         | 214,185             | 2,034,185            |
|  |                          | 2003/04            | 1,900,000            | 4.50%         | 131,850             | 2,031,850            |
|  |                          | 2004/05            | 1,980,000            | 4.50%         | 44,550              | 2,024,550            |
| <b>TOTAL FUND DEBT SERVICE</b>                               |                          |                    | <b>\$ 10,505,000</b> |               | <b>\$ 1,468,720</b> | <b>\$ 11,973,720</b> |

# Hydropower Operating Fund – 152

## FUND SUMMARY

|   | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Yr End Est.<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|----------------------|----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| <b>RESOURCES</b>                        |                      |                      |                       |                           |                        |                       |
| <b>External Revenues</b>                |                      |                      |                       |                           |                        |                       |
| <b>Service Charges and Fees</b>         |                      |                      |                       |                           |                        |                       |
| Miscellaneous                           | 58                   | 9                    | 0                     | 0                         | 0                      | 0                     |
|   | 58                   | 9                    | 0                     | 0                         | 0                      | 0                     |
| <b>Miscellaneous Revenues</b>           |                      |                      |                       |                           |                        |                       |
| Interest Earned                         | 24,123               | 29,687               | 30,000                | 27,000                    | 24,300                 | 24,300                |
| Other Miscellaneous                     | 260                  | 11,001               | 1,000                 | 500                       | 1,000                  | 1,000                 |
| Sales Miscellaneous                     | 612,403              | 638,349              | 566,400               | 567,790                   | 575,200                | 575,200               |
|   | 636,786              | 679,037              | 597,400               | 595,290                   | 600,500                | 600,500               |
| <b>Total External Revenues</b>          | 636,844              | 679,046              | 597,400               | 595,290                   | 600,500                | 600,500               |
| <b>Internal Revenues</b>                |                      |                      |                       |                           |                        |                       |
| <b>Other Cash Transfers</b>             |                      |                      |                       |                           |                        |                       |
| Hydropower Renewal & Replacement        | 80,503               | 173,111              | 50,000                | 50,000                    | 50,000                 | 50,000                |
|   | 80,503               | 173,111              | 50,000                | 50,000                    | 50,000                 | 50,000                |
| <b>Interfund Service Reimbursements</b> |                      |                      |                       |                           |                        |                       |
| Water Bureau                            | 30,892               | 39,909               | 41,100                | 39,000                    | 48,000                 | 48,000                |
|   | 30,892               | 39,909               | 41,100                | 39,000                    | 48,000                 | 48,000                |
| <b>Total Internal Revenues</b>          | 111,395              | 213,020              | 91,100                | 89,000                    | 98,000                 | 98,000                |
| <b>Beginning Fund Balance</b>           | 334,058              | 455,451              | 445,800               | 488,273                   | 331,367                | 331,367               |
| <b>TOTAL RESOURCES</b>                  | <b>\$ 1,082,297</b>  | <b>\$ 1,347,517</b>  | <b>\$ 1,134,300</b>   | <b>\$ 1,172,563</b>       | <b>\$ 1,029,867</b>    | <b>\$ 1,029,867</b>   |
| <b>REQUIREMENTS</b>                     |                      |                      |                       |                           |                        |                       |
| <b>Bureau Expenses</b>                  |                      |                      |                       |                           |                        |                       |
| <b>Personal Services</b>                | 214,536              | 222,302              | 223,870               | 236,145                   | 239,310                | 239,310               |
| <b>External Materials and Service</b>   | 97,309               | 196,485              | 130,700               | 100,000                   | 113,400                | 113,400               |
| Communications Services                 | 5,949                | 8,111                | 7,371                 | 5,300                     | 6,593                  | 6,593                 |
| Data Processing Services                | 532                  | 338                  | 393                   | 393                       | 430                    | 430                   |
| Facilities Services                     | 19                   | 0                    | 0                     | 0                         | 0                      | 0                     |
| Fleet Services                          | 7,922                | 6,757                | 7,590                 | 7,000                     | 8,742                  | 8,742                 |
| Insurance                               | 35,444               | 37,909               | 36,923                | 36,923                    | 38,252                 | 38,252                |
| Printing & Distribution                 | 2,229                | 2,842                | 2,941                 | 2,100                     | 3,695                  | 3,695                 |
| Auto Port Operating                     | 2,880                | 2,880                | 0                     | 0                         | 0                      | 0                     |
| Finance & Administration                | 11,742               | 15,084               | 20,121                | 20,121                    | 20,200                 | 20,200                |
| Parking Facilities                      | 0                    | 0                    | 3,120                 | 3,120                     | 3,120                  | 3,120                 |
| Water Bureau                            | 71,232               | 67,837               | 76,680                | 71,500                    | 85,000                 | 85,000                |
|   | 137,949              | 141,758              | 155,139               | 146,457                   | 166,032                | 166,032               |
| <b>Total Bureau Expenses</b>            | 449,794              | 560,545              | 509,709               | 482,602                   | 518,742                | 518,742               |
| <b>Fund Requirements</b>                |                      |                      |                       |                           |                        |                       |
| <b>General Operating Contingency</b>    |                      |                      |                       |                           |                        |                       |
| General Operating Contingency           | 0                    | 0                    | 264,626               | 331,367                   | 199,102                | 199,706               |
| Compensation Adjustment                 | 0                    | 0                    | 7,500                 | 0                         | 2,900                  | 2,900                 |
|   | 0                    | 0                    | 272,126               | 331,367                   | 202,002                | 202,606               |
| <b>General Fund Overhead</b>            | 27,053               | 48,697               | 52,465                | 58,594                    | 59,123                 | 58,519                |
| <b>Fund Cash Transfers</b>              |                      |                      |                       |                           |                        |                       |
| General Fund                            | 150,000              | 250,000              | 300,000               | 300,000                   | 250,000                | 250,000               |
|   | 150,000              | 250,000              | 300,000               | 300,000                   | 250,000                | 250,000               |
| <b>Unappropriated Ending Balance</b>    |                      |                      |                       |                           |                        |                       |
| Unappropriated Ending Balance           | 455,450              | 488,275              | 0                     | 0                         | 0                      | 0                     |
|   | 455,450              | 488,275              | 0                     | 0                         | 0                      | 0                     |
| <b>Total Fund Requirements</b>          | 632,503              | 786,972              | 624,591               | 689,961                   | 511,125                | 511,125               |
| <b>TOTAL REQUIREMENTS</b>               | <b>\$ 1,082,297</b>  | <b>\$ 1,347,517</b>  | <b>\$ 1,134,300</b>   | <b>\$ 1,172,563</b>       | <b>\$ 1,029,867</b>    | <b>\$ 1,029,867</b>   |

## FUND OVERVIEW

### Purpose

The Hydropower Operating Fund supports the administration and monitoring of the Portland Hydroelectric Project through the Bureau of Water Works' Hydroelectric Power Division.

### Power Sales Revenue

The primary source of funding for the Hydropower Operating Fund is the revenue that is paid to the City by Portland General Electric Company (PGE) for the sales of electricity from the City's Portland Hydroelectric Project. The total power sales revenue received by this fund is based on the following two payments:

#### Administration and Project Monitoring Payment

PGE pays the City an annual lump sum amount to reimburse it for the City's expenses associated with administration and water quality monitoring related to the operation of the Portland Hydroelectric Project. In FY 1999-00 this amount is projected to be \$477,100.

#### Profit Payment for Power Produced

PGE pays the City a second amount which serves as a profit payment and which is tied to the actual amount of power that is generated annually by the Portland Hydroelectric Project. The net amount of profit payment that is actually received by this fund includes an annual reduction of \$197,745. This reduction credits PGE for debt service on a sum of Hydroelectric Power Revenue Bond money that was previously used by the City for non-project related purposes. In FY 1999-00 this net amount of project profit is projected to be \$98,100.

### Cash Transfers

#### Hydropower Renewal & Replacement Fund

The FY 1999-00 Hydropower Operating Fund budget includes a base level \$50,000 cash transfer from the Hydropower Renewal & Replacement Fund to pay for miscellaneous small repairs and replacements of equipment and facilities at the Portland Hydroelectric Project. These transfers are made on a reimbursement basis as needed to offset actual renewal and replacement (R&R) expenditures from this fund.

#### General Fund

The FY 1999-00 budget transfers a total of \$250,000 in net Hydropower Operating Fund profits to the General Fund to be used for other City needs.

# Hydropower Renewal and Replacement Fund – 635

## FUND SUMMARY

|                                      | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Yr End Est.<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|--------------------------------------|----------------------|----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| <b>RESOURCES</b>                     |                      |                      |                       |                           |                        |                       |
| <b>External Revenues</b>             |                      |                      |                       |                           |                        |                       |
| <b>Miscellaneous Revenues</b>        |                      |                      |                       |                           |                        |                       |
| Interest Earned                      | 393,136              | 428,476              | 373,400               | 393,400                   | 356,600                | 356,600               |
|                                      | 393,136              | 428,476              | 373,400               | 393,400                   | 356,600                | 356,600               |
| <b>Total External Revenues</b>       | 393,136              | 428,476              | 373,400               | 393,400                   | 356,600                | 356,600               |
| <b>Internal Revenues</b>             |                      |                      |                       |                           |                        |                       |
| Beginning Fund Balance               | 7,351,143            | 7,313,949            | 7,456,350             | 7,493,251                 | 7,726,924              | 7,726,924             |
| <b>TOTAL RESOURCES</b>               | <b>\$ 7,744,279</b>  | <b>\$ 7,742,425</b>  | <b>\$ 7,829,750</b>   | <b>\$ 7,886,651</b>       | <b>\$ 8,083,524</b>    | <b>\$ 8,083,524</b>   |
| <b>REQUIREMENTS</b>                  |                      |                      |                       |                           |                        |                       |
| <b>Bureau Expenses</b>               |                      |                      |                       |                           |                        |                       |
| <b>Fund Requirements</b>             |                      |                      |                       |                           |                        |                       |
| <b>General Operating Contingency</b> |                      |                      |                       |                           |                        |                       |
| General Operating Contingency        | 0                    | 0                    | 7,639,750             | 7,726,924                 | 7,833,524              | 7,833,524             |
|                                      | 0                    | 0                    | 7,639,750             | 7,726,924                 | 7,833,524              | 7,833,524             |
| <b>Fund Cash Transfers</b>           |                      |                      |                       |                           |                        |                       |
| Hydro Bond                           | 349,827              | 76,063               | 140,000               | 109,727                   | 200,000                | 200,000               |
| Hydropower Operating Fund            | 80,503               | 173,111              | 50,000                | 50,000                    | 50,000                 | 50,000                |
|                                      | 430,330              | 249,174              | 190,000               | 159,727                   | 250,000                | 250,000               |
| <b>Unappropriated Ending Balance</b> |                      |                      |                       |                           |                        |                       |
| Unappropriated Ending Balance        | 7,313,949            | 7,493,251            | 0                     | 0                         | 0                      | 0                     |
|                                      | 7,313,949            | 7,493,251            | 0                     | 0                         | 0                      | 0                     |
| <b>Total Fund Requirements</b>       | 7,744,279            | 7,742,425            | 7,829,750             | 7,886,651                 | 8,083,524              | 8,083,524             |
| <b>TOTAL REQUIREMENTS</b>            | <b>\$ 7,744,279</b>  | <b>\$ 7,742,425</b>  | <b>\$ 7,829,750</b>   | <b>\$ 7,886,651</b>       | <b>\$ 8,083,524</b>    | <b>\$ 8,083,524</b>   |

## FUND OVERVIEW

### Purpose

The Hydropower Renewal & Replacement Fund is a sinking fund for the Portland Hydroelectric Project, providing resources for the repair and replacement of major pieces of equipment and/or facilities which become damaged or simply worn out. This fund is required by the Portland Hydroelectric Project Power Sales Agreement between the City and Portland General Electric Company (PGE) and is administered by the independent trustee for the City's Hydroelectric Power Revenue Bonds.

### Resources

The resources in this fund are comprised of past payments of power sales revenue from PGE and a portion of the original proceeds from the 1979 and 1980 Hydroelectric Power Revenue Bond Issues.

### Power Sales Revenue

The total value of the assets in this fund currently meets the adjusted reserve requirement called for in the Portland Hydroelectric Project's Power Sales Agreement with PGE and, as such, no additional power sales payments are expected to be required from PGE during FY 1999-00.

### Cash Transfers

#### Hydropower Operating Fund

The FY 1999-00 Hydropower Renewal & Replacement Fund budget includes a cash transfer of up to \$50,000 to the Hydropower Operating Fund. This amount is intended to enable the City to make reimbursements to PGE for miscellaneous small repairs to or replacements of equipment at the Portland Hydroelectric Project.

**Hydropower Bond Redemption Fund**

Current interest rates on investments are once again running at a higher rate than the projected annual increase in this fund's maximum cap value. This will result in excess fund value being transferred from this fund to the Hydropower Bond Redemption Fund where it will be applied to the annual debt service due on the outstanding Hydropower Revenue Bonds. This annual cash transfer serves to maintain an adjusted upper limit on the total value of assets held in this fund, as directed by the Power Sales Agreement between the City and PGE.



# Hydropower Bond Redemption Fund – 354

## FUND SUMMARY

|                                      | Actual<br>FY 1996–97 | Actual<br>FY 1997–98 | Revised<br>FY 1998–99 | Yr End Est.<br>FY 1998–99 | Approved<br>FY 1999–00 | Adopted<br>FY 1999–00 |
|--------------------------------------|----------------------|----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| <b>RESOURCES</b>                     |                      |                      |                       |                           |                        |                       |
| <b>External Revenues</b>             |                      |                      |                       |                           |                        |                       |
| <b>Miscellaneous Revenues</b>        |                      |                      |                       |                           |                        |                       |
| Interest Earned                      | 233,934              | 243,934              | 258,200               | 228,330                   | 203,600                | 203,600               |
| Sales Miscellaneous                  | 3,177,487            | 3,496,149            | 3,446,050             | 3,443,979                 | 3,353,900              | 3,353,900             |
|                                      | 3,411,421            | 3,740,083            | 3,704,250             | 3,672,309                 | 3,557,500              | 3,557,500             |
| <b>Total External Revenues</b>       | 3,411,421            | 3,740,083            | 3,704,250             | 3,672,309                 | 3,557,500              | 3,557,500             |
| <b>Internal Revenues</b>             |                      |                      |                       |                           |                        |                       |
| <b>Other Cash Transfers</b>          |                      |                      |                       |                           |                        |                       |
| Hydropower Renewal & Replacement     | 349,827              | 76,063               | 140,000               | 109,727                   | 200,000                | 200,000               |
|                                      | 349,827              | 76,063               | 140,000               | 109,727                   | 200,000                | 200,000               |
| <b>Total Internal Revenues</b>       | 349,827              | 76,063               | 140,000               | 109,727                   | 200,000                | 200,000               |
| <b>Beginning Fund Balance</b>        | 4,002,604            | 4,036,389            | 4,132,651             | 4,125,464                 | 4,186,943              | 4,186,943             |
| <b>TOTAL RESOURCES</b>               | <b>\$ 7,763,852</b>  | <b>\$ 7,852,535</b>  | <b>\$ 7,976,901</b>   | <b>\$ 7,907,500</b>       | <b>\$ 7,944,443</b>    | <b>\$ 7,944,443</b>   |
| <b>REQUIREMENTS</b>                  |                      |                      |                       |                           |                        |                       |
| <b>Bureau Expenses</b>               |                      |                      |                       |                           |                        |                       |
| <b>Fund Requirements</b>             |                      |                      |                       |                           |                        |                       |
| Debt Retirement                      | 3,727,464            | 3,727,071            | 3,720,557             | 3,720,557                 | 3,735,662              | 3,735,662             |
| <b>Unappropriated Ending Balance</b> |                      |                      |                       |                           |                        |                       |
| Unappropriated Ending Balance        | 4,036,388            | 4,125,464            | 1,370,344             | 1,300,943                 | 1,322,781              | 1,322,781             |
| Unexpendable Reserve                 | 0                    | 0                    | 2,886,000             | 2,886,000                 | 2,886,000              | 2,886,000             |
|                                      | 4,036,388            | 4,125,464            | 4,256,344             | 4,186,943                 | 4,208,781              | 4,208,781             |
| <b>Total Fund Requirements</b>       | 7,763,852            | 7,852,535            | 7,976,901             | 7,907,500                 | 7,944,443              | 7,944,443             |
| <b>TOTAL REQUIREMENTS</b>            | <b>\$ 7,763,852</b>  | <b>\$ 7,852,535</b>  | <b>\$ 7,976,901</b>   | <b>\$ 7,907,500</b>       | <b>\$ 7,944,443</b>    | <b>\$ 7,944,443</b>   |

## FUND OVERVIEW

### Purpose

The Hydropower Bond Redemption Fund pays principal and interest on revenue bonds that were issued to finance the construction of the Portland Hydroelectric Project. This fund is required by the Portland Hydroelectric Project Power Sales Agreement between the City and Portland General Electric Company (PGE) and is administered by the independent trustee for the City's Hydroelectric Power Revenue Bonds.

### Hydropower Revenue Bonds

The original Hydroelectric Power Revenue Bonds consisted of two bond series; one series was issued in 1979 and a second series was issued in 1980. In FY 1993-94, the 1980 Series Revenue Bond was refinanced with a new 1993 Series Revenue Bond to take advantage of lower interest rates and restructuring opportunities. Debt service payments from this fund are scheduled to continue through FY 2016-17.

### Debt Service Reserve

In accordance with the Trust Indenture for the Hydroelectric Power Revenue Bonds, this fund currently maintains a debt service reserve of \$2,886,000. This reserve serves to guarantee payment of the next year's debt service payments to the bond holders irrespective of any other fund revenue.

### Power Sales Revenue

As partial payment for the sales of electricity that is generated at the Portland Hydroelectric Project, this fund receives payments from PGE to pay for the annual net debt service that is due on the City's Hydroelectric Power Revenue Bonds.

### Cash Transfers

This fund receives an annual cash transfer from the Hydropower Renewal & Replacement Fund. This transfer serves to offset the amount of annual power sales payments that are due from PGE.

# Hydropower Bond Redemption Fund – 354

## DEBT REDEMPTION SCHEDULE

| Bond Description        | Amount Issued | Fiscal Year | Principal     | Coupon | Interest      | Total P+I     |
|-------------------------|---------------|-------------|---------------|--------|---------------|---------------|
| Series 1979             | 38,000,000    | 1999/00     | 900,000       | 6.60%  | 1,954,463     | 2,854,463     |
| Revenue                 |               | 2000/01     | 950,000       | 6.60%  | 1,893,413     | 2,843,413     |
| 06/01/79                |               | 2001/02     | 1,000,000     | 6.70%  | 1,828,563     | 2,828,563     |
| Due 10/1                |               | 2002/03     | 1,075,000     | 6.75%  | 1,758,781     | 2,833,781     |
|                         |               | 2003/04     | 1,150,000     | 6.80%  | 1,683,400     | 2,833,400     |
|                         |               | 2004/05     | 1,225,000     | 6.80%  | 1,602,650     | 2,827,650     |
|                         |               | 2005/06     | 1,325,000     | 7.00%  | 1,514,625     | 2,839,625     |
|                         |               | 2006/07     | 1,400,000     | 7.00%  | 1,419,250     | 2,819,250     |
|                         |               | 2007/08     | 1,500,000     | 7.00%  | 1,317,750     | 2,817,750     |
|                         |               | 2008/09     | 1,600,000     | 7.00%  | 1,209,250     | 2,809,250     |
|                         |               | 2009/10     | 1,700,000     | 7.00%  | 1,093,750     | 2,793,750     |
|                         |               | 2010/11     | 1,825,000     | 7.00%  | 970,375       | 2,795,375     |
|                         |               | 2011/12     | 1,950,000     | 7.00%  | 838,250       | 2,788,250     |
|                         |               | 2012/13     | 2,075,000     | 7.00%  | 697,375       | 2,772,375     |
|                         |               | 2013/14     | 2,225,000     | 7.00%  | 546,875       | 2,771,875     |
|                         |               | 2014/15     | 2,375,000     | 7.00%  | 385,875       | 2,760,875     |
|                         |               | 2015/16     | 2,525,000     | 7.00%  | 214,375       | 2,739,375     |
|                         |               | 2016/17     | 1,800,000     | 7.00%  | 63,000        | 1,863,000     |
|                         |               | TOTAL       | 28,600,000    |        | 20,992,019    | 49,592,019    |
| Series 1993             | 7,980,000     | 1999/00     | 575,000       | 5.70%  | 329,243       | 904,243       |
| Revenue                 |               | 2000/01     | 610,000       | 5.90%  | 294,860       | 904,860       |
| 08/01/93                |               | 2001/02     | 635,000       | 6.10%  | 257,498       | 892,498       |
| Due 10/1                |               | 2002/03     | 675,000       | 6.20%  | 217,205       | 892,205       |
|                         |               | 2003/04     | 705,000       | 6.30%  | 174,073       | 879,073       |
|                         |               | 2004/05     | 745,000       | 6.40%  | 128,025       | 873,025       |
|                         |               | 2005/06     | 790,000       | 6.40%  | 78,905        | 868,905       |
|                         |               | 2006/07     | 825,000       | 6.50%  | 26,813        | 851,813       |
|                         |               | TOTAL       | 5,560,000     |        | 1,506,620     | 7,066,620     |
| COMBINED DEBT SERVICE   | 45,980,000    | 1999/00     | 1,475,000     |        | 2,283,705     | 3,758,705     |
|                         |               | 2000/01     | 1,560,000     |        | 2,188,273     | 3,748,273     |
|                         |               | 2001/02     | 1,635,000     |        | 2,086,060     | 3,721,060     |
|                         |               | 2002/03     | 1,750,000     |        | 1,975,986     | 3,725,986     |
|                         |               | 2003/04     | 1,855,000     |        | 1,857,473     | 3,712,473     |
|                         |               | 2004/05     | 1,970,000     |        | 1,730,675     | 3,700,675     |
|                         |               | 2005/06     | 2,115,000     |        | 1,593,530     | 3,708,530     |
|                         |               | 2006/07     | 2,225,000     |        | 1,446,063     | 3,671,063     |
|                         |               | 2007/08     | 1,500,000     |        | 1,317,750     | 2,817,750     |
|                         |               | 2008/09     | 1,600,000     |        | 1,209,250     | 2,809,250     |
|                         |               | 2009/10     | 1,700,000     |        | 1,093,750     | 2,793,750     |
|                         |               | 2010/11     | 1,825,000     |        | 970,375       | 2,795,375     |
|                         |               | 2011/12     | 1,950,000     |        | 838,250       | 2,788,250     |
|                         |               | 2012/13     | 2,075,000     |        | 697,375       | 2,772,375     |
|                         |               | 2013/14     | 2,225,000     |        | 546,875       | 2,771,875     |
|                         |               | 2014/15     | 2,375,000     |        | 385,875       | 2,760,875     |
|                         |               | 2015/16     | 2,525,000     |        | 214,375       | 2,739,375     |
|                         |               | 2016/17     | 1,800,000     |        | 63,000        | 1,863,000     |
| TOTAL FUND DEBT SERVICE |               |             | \$ 34,160,000 |        | \$ 22,498,639 | \$ 56,658,639 |

| Adjustment               | Principal | FY 1998–99 Adjustment | Interest  | Total P+I Budgeted |
|--------------------------|-----------|-----------------------|-----------|--------------------|
| 1998-99 Interest Accrual | 1,475,000 | (23,044)              | 2,283,705 | 3,735,662          |

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## Community Development

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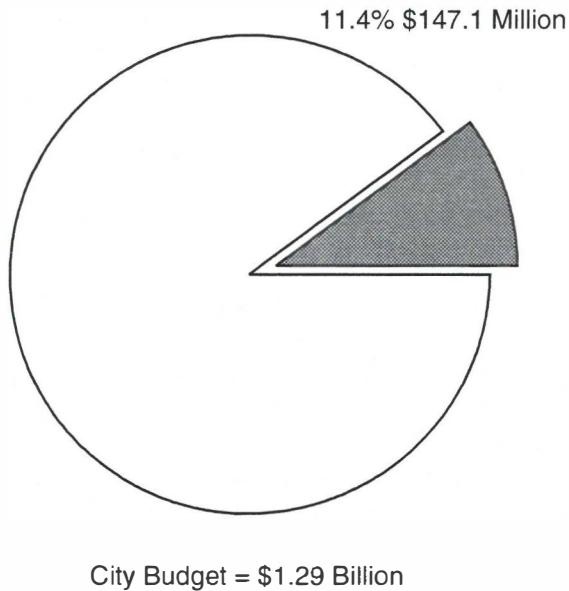


# Community Development

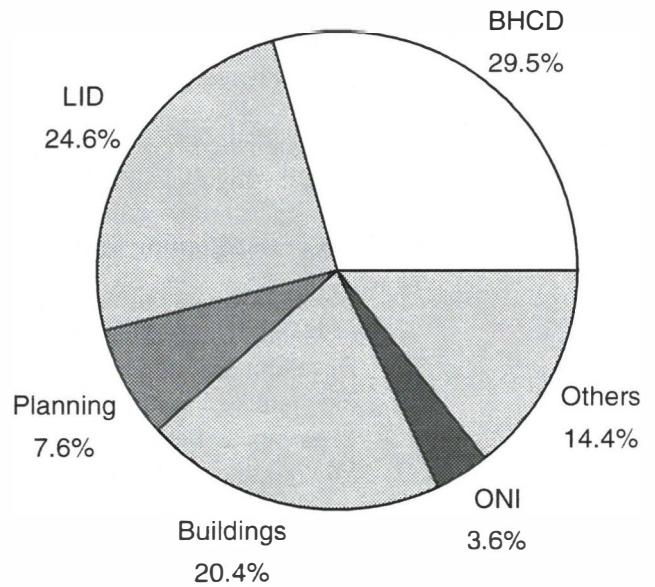
Bureau of Housing and Community Development  
Bureau of Buildings  
Cable Communications and Franchise Management  
Energy Office

Mt. Hood Cable Regulatory Commission  
Office of Neighborhood Involvement  
Bureau of Planning

Percent of City Budget



Bureau Pie Chart



## Service Area Overview

| Expenditures in Millions                  | Revised<br>FY 1998-99 | Adopted<br>FY 1999-00 | Change from<br>Prior Year | Per Capita<br>Change |
|---|-----------------------|-----------------------|---------------------------|----------------------|
| Operating                                 | 107,906,872           | 105,513,501           | (2,393,371)               | -6.4%                |
| Capital                                   | 8,901,174             | 9,649,510             | 748,336                   | 3.8%                 |
| Allocated City Overhead Costs             | 2,300,495             | 1,622,375             | (678,120)                 | -32.5%               |
| <b>Total Cost with Allocated Overhead</b> | <b>\$ 119,108,541</b> | <b>\$ 116,785,386</b> | <b>\$ (2,323,155)</b>     | <b>-6.1%</b>         |
| Authorized Full-Time Positions            | 394                   | 417                   | 23                        | 1.3%                 |

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

## Service Area Highlights

### DESCRIPTION

The Community Development Service Area includes services for Housing and Community Development, Buildings, Cable, Energy, Mt. Hood Cable Regulatory Commission, Office of Neighborhood Involvement and Planning.

### MAJOR THEMES

#### Housing and Community Development

Housing and Community Development (BHCD) manages federal funds channeled to the City by the U. S. Department of Housing and Urban Development. Entitlement grants including Community Development Block Grant, HOME, Housing for People with Aids (HOPWA), and Emergency Shelter Grant will total \$17,667,000 for FY 1999-00. In addition, the bureau manages City General Funds appropriated to support youth, homeless, and public safety issues.

#### Buildings

Although the economy remains strong, the number of permits and inspections has decreased from the high levels achieved in recent years.

#### Office of Planning and Development Review

Based on the recommendations from the Blueprint 2000, the City Council created the Office of Planning and Development Review by merging the Bureau of Buildings and the Development Review Section of the Bureau of Planning. The goal is to improve and integrate development review, building permit and inspections functions of Building and Planning, and other review functions from Environmental Services, Transportation, Water, Fire, and Forestry through interagency agreements. Upon completion of the new development building, these functions will be collocated along with the Permit Center.

#### Cable

The Cable Office enforces cable service franchises, manages community use of the cable system, and works to maximize City franchise revenues. In FY 1999-00 the office will continue to oversee the Paragon and TCI Cablevision cable system merger and construction of the community institutional network, establish a franchise compliance program, and advocate for local government's role in receiving fair compensation for and managing the right-of-way.

#### Energy

The Energy Office continues to pursue options to protect the City's economic, environmental and public interest goals within the framework of a changing electric utility environment. The City is working with local utilities, public interest groups and energy service providers to create new, market-based mechanisms to promote energy efficiency.

#### Mt. Hood Cable Regulatory Commission

As a result of franchise notations, over \$2 million in revenues from cable companies will be used to fund capital projects that enhance the cable and communications systems of public, educational, and governmental entities.

**Office of  
Neighborhood  
Involvement**

The office continues to provide a wide range of programs and services related to citizen participation, neighborhood, and community livability. The Adopted Budget includes an increase in support for the neighborhood network, increased staff in crime prevention and the Neighborhood Mediation Center, and continues the successful Graffiti Abatement Program.

**Planning**

In 1999, the City Council adopted the recommendations from the Blueprint 2000 Stakeholders Team to reorganize the Bureau of Planning. Planning's Development Review Section will be merged with the Bureau of Buildings, and the long range planning activities will remain in Planning. In FY 1999-00 planning activities will focus on the Willamette River Greenway, NW Industrial Area Transition Study, West Downtown Planning, Pleasant Valley Urban Reserve Area, and an update to the City's existing strategic plan, Portland Future Focus.





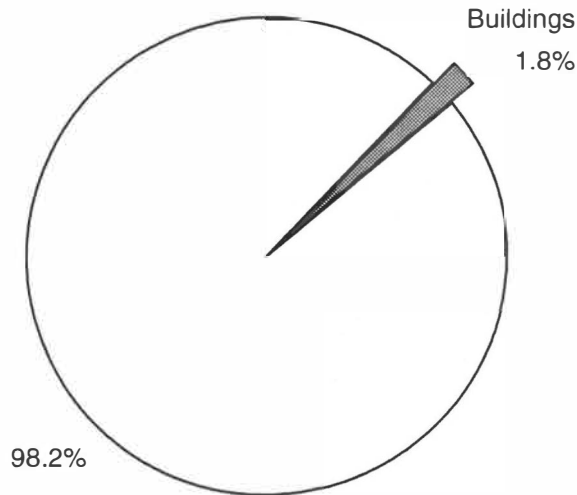
# Bureau of Buildings

Community Development Service Area

Charlie Hales, Commissioner-in-Charge

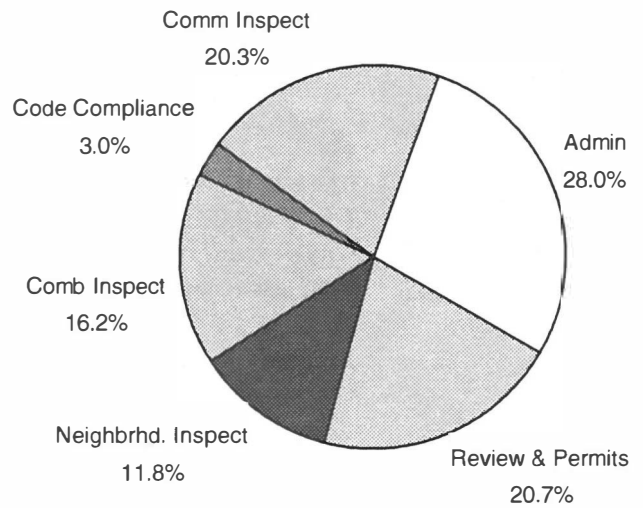
Margaret Mahoney, Director

Percent of City Budget



City Budget = \$1.29 Billion

Bureau Programs



Bureau Overview

| Expenditures in Millions                  | Revised<br>FY 1998-99 | Adopted<br>FY 1999-00 | Change from<br>Prior Year | Per Capita<br>Change |
|---|-----------------------|-----------------------|---------------------------|----------------------|
| Operating                                 | 22,436,531            | 23,712,498            | 1,275,967                 | 1.2%                 |
| Capital                                   | 0                     | 0                     | 0                         | 0.0%                 |
| Allocated City Overhead Costs             | 723,704               | 767,515               | 43,811                    | 1.5%                 |
| <b>Total Cost with Allocated Overhead</b> | <b>\$ 23,160,235</b>  | <b>\$ 24,480,013</b>  | <b>\$ 1,319,778</b>       | <b>1.2%</b>          |
| Authorized Full-Time Positions            | 225                   | 229                   | 4                         | -2.6%                |

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

## Bureau Summary

### BUREAU MISSION

The Bureau of Buildings' mission is to ensure a safe and healthful built environment and to assist in the preservation of housing and the improvement of neighborhoods.

### BUREAU HIGHLIGHTS

#### Current Trend

For the past several years, the Bureau of Buildings has been responding to booming construction, and the number of building permits issued and inspections performed has grown. However, during FY 1998-99, there has been a slight decrease in the number of permits and inspections. The projected number of building permits for FY 1998-99 is 7,706 which is a 7% decrease from the 8,242 permits issued in FY 1997-98. There has been a corresponding decrease in the number of inspections. The projected 169,000 inspections for FY 1998-99 is a 4% decrease from the FY 1997-98 level of 175,753.

#### Blueprint 2000

*The bureau will implement Blueprint 2000 process improvements.*

The bureau will implement improvements to the Citywide development review process in FY 1999-00. This initiative, called Blueprint 2000, was devised to explore and integrate the City's review process for development. The ultimate goal is a review process that is seamless from start to finish - one that will enhance customer service and make more efficient use of City staff. The bureau has piloted Blueprint 2000 concepts and is planning for a full transition to the new processes. Full implementation of Blueprint 2000 concepts is scheduled to coincide with the opening of the new Development Services Building.

#### New Location

*The bureau will move to a new building at Fourth Avenue and Harrison Street.*

In August 1999, the bureau will move to a new building at Fourth Avenue and Harrison Street. The new space will accommodate the new processes being implemented under Blueprint 2000 and will consolidate many of the City's development review functions in one space. Staff from other development review bureaus will be co-located in the new permit center to enable the City to better serve development review customers. Additional customer space and the availability of customer parking will improve service to the public. Records which are relevant to permit customers will be available in the Permit Center.

#### TRACS Computer Program

*TRACS will serve as the City's tracking and reporting tool for development review.*

In FY 1999-00, the bureau will implement the new TRACS computer program to record and track development services provided by City bureaus. TRACS will serve as the City's project management, tracking, and reporting tool requested as part of the Blueprint 2000 business process re-engineering efforts. This software will record all reviews related to building permits, house all land use review folders, report on numerous performance measures, display historical records that have been converted from paper to electronic image, and display GIS map layers. As the GIS system grows, TRACS will display more map-based data, and staff will rely less on bulky and sometimes outdated paper resources. TRACS will also provide an automated inspection request line to customers who request inspections for their construction work.

**Facilities Permit Program**

*The Facilities Permit Program will fast track major tenant improvement process.*

The Commercial Inspections Program's Facilities Permit Program will be in its second year of operation during FY 1999-00. This program has been designed to fast-track tenant remodeling projects in large commercial, industrial and government facilities. There are many innovations in this program, including on-site plan review and around-the-clock inspector availability to accommodate construction schedules.

**Office of Planning and Development Review**

*The Bureau of Buildings and the Development Review Section of the Bureau of Planning have merged.*

On March 19, 1999, the City Council created the Office of Planning and Development Review (OPDR) by merging the Bureau of Buildings and the Development Review Section of the Bureau of Planning. The Development Review Section is responsible for administering the City's planning and zoning codes through the review of proposed development. It provides staff for the planning function of the Permit Center and for land use case reviews.

**Role of OPDR**

The creation of OPDR was one of the recommendations resulting from Blueprint 2000, the City's initiative to improve and integrate its development review system and to "provide a clear point of accountability for the performance of review responsibilities." OPDR will consolidate the development review, building permit and inspections functions of Buildings and Planning, and integrate the development review functions from Environmental Services, Transportation, Water, Fire, and Forestry through interagency agreements.

**Transition Plan**

Changes in management responsibilities in OPDR were implemented immediately after Council created OPDR. However, the administrative details of the new organization are still being refined. A team formed of representatives from OPDR, the Bureau of Planning, and the Bureau of Financial Planning is preparing accounting, budget, and procedural transition plans. Complete reorganization and consolidation may not occur until after the beginning of the new fiscal year in July and until all staff have moved to the new Development Services Building in late summer of 1999.

## General Description

### BUREAU OVERVIEW

**General Description** There are two primary policies which guide the allocation of resources within the Buildings Operating Fund:

1. The Council directive to be self supporting from fees, and
2. State statutes and administrative rules which govern the operation of State-delegated code enforcement programs.

#### Fees

In FY 1988-89, City Council directed that the bureau structure its fee schedules to ensure that the construction permit and inspection functions were not dependent upon general tax revenues. The bureau achieved self-sufficiency for these programs within the FY 1990-91 budget.

#### State Statutes and Administrative Rules

*The City assumes the responsibility for enforcement of a variety of State statutes.*

The City assumes the responsibility for enforcement of a variety of State statutes when it chooses to administer its own construction code program. State statutes govern the building code, mechanical code, plumbing code, electrical code, subsurface sewage disposal, mobile homes and mobile home parks, and recreational vehicle parks. The bureau contracts with Multnomah County to provide construction code enforcement in the area from the Portland-Gresham urban services line to the western Multnomah County line.

### Programs

The bureau is organized into six programs to carry out these responsibilities: Code Compliance, Combination Inspections, Commercial Inspections, Neighborhood Inspections, Plan Review/Permits, and Administration.

#### Code Compliance

The Code Compliance Program enforces the zoning code as well as structural, mechanical, plumbing, and electrical code violation cases.

#### Combination Inspections

The Combination Inspections Program administers the Oregon One and Two Family Dwelling Code by making inspections of new construction and remodeling of one and two family residences.

#### Commercial Inspections

The Commercial Inspections Program makes inspections of industrial, commercial, and multi-family construction.

#### Neighborhood Inspections

The Neighborhood Inspections Division requires housing and property to meet minimum standards and removes dangerous buildings.

**Plan Review and Permits**

The Plan Review and Permits Program reviews construction plans and issues permits.

**Administration**

The Administration Program provides overall direction and support to the organization.

**CHANGES FROM PRIOR YEAR****Office of Planning and Development Review**

On March 19, 1999, the City Council created OPDR by merging the Bureau of Buildings and the Development Review Section of the Bureau of Planning. The creation of OPDR was one of the recommendations resulting from Blueprint 2000, the City's initiative to improve and integrate the City's development review system and to provide a clear point of accountability for the performance of review responsibilities.

**Organization**

The new organization combines the Bureau of Buildings' responsibility for enforcing State construction codes and City ordinances (housing, zoning, nuisance abatement, and noise control) with Development Review's responsibility for administering the City's planning and zoning codes through the review of proposed development. The Development Review section will become the new Land Use Review Program in OPDR. OPDR will continue to contract with Multnomah County to provide construction code enforcement in the area from the Portland-Gresham urban services line to the western county line. Further, the development review functions from Environmental Services, Transportation, Water, Fire, and Forestry will be integrated with the development review process through service agreements.

*The new organization combines enforcement of State construction codes and City ordinances with administration of the City's planning and zoning codes.*

**Timing of Changes**

Although changes in management responsibilities were implemented in March and accounting and support services will change July 1st, complete reorganization and consolidation will not occur until all staff have moved to the new Development Services Building in late summer of 1999.

***FY 1999-00 Adopted Budget Document:*** Due to City budget deadlines, it was not possible to prepare a budget for FY 1999-00 that combines Development Review into the budget for the Bureau of Buildings. Therefore, in this budget document Development Review remains in the Planning Bureau. Budget adjustments will be made in the fall of 1999 to properly reflect the new organization.

**Blueprint 2000**

The bureau will implement improvements to the City's development review process in FY 1999-00. This initiative, called Blueprint 2000, was devised to explore and integrate the City's review process for development. The ultimate goal is a review process that is seamless from start to finish - one that will enhance customer service and make more efficient use of City staff. The bureau has piloted Blueprint 2000 concepts and is planning for a full transition to the new processes. Full implementation of Blueprint 2000 concepts is scheduled to coincide with the opening of the new Development Services Building.

## **New Location**

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## **Additions and Increases**

The FY 1999-00 budget includes a substantial increase in rent charges due to the expansion of the bureau's office space in the new building. In addition, the budget adds a clerical position, since the bureau will occupy two floors with public reception areas and an additional receptionist will be needed. An additional clerical position will be added to help with the increased administrative workload resulting from the increase in staff throughout the bureau.

## **TRACS Computer Program**

*TRACS will serve as the City's project management, tracking and reporting tool.*

In FY 1999-00, the bureau will implement the new TRACS computer program to record and track development services provided by City bureaus. TRACS will serve as the City's project management, tracking, and reporting tool requested as part of the Blueprint 2000 business process re-engineering efforts. This software will record all reviews related to building permits, house all land use review folders, report on numerous performance measures, display historical records that have been converted from paper to electronic image, and display GIS map layers. As the GIS system grows, TRACS will display more and more map-based data, and staff will rely less and less on bulky and sometimes outdated paper resources. TRACS will also provide an automated inspection request line to customers who request inspections for their construction work.

## **Budget Impacts**

Related to the implementation of TRACS, the FY 1999-00 budget includes add packages that will

- ◆ Upgrade computer hardware to provide users uniform access to TRACS with a high degree of fast, accurate performance,
- ◆ Add two new positions to provide help desk and desktop support and to maintain the data stored in TRACS, and
- ◆ Provide additional technical refinements to the TRACS system and allow customers to access information about permits.

In addition, funds are included for the bureau's share of the cost of linking computers within the new building and with other City buildings.

## **Facilities Permit Program**

The Commercial Inspections Program's Facilities Permit Program will be in its second year of operation during FY 1999-00. This innovative program has been designed to fast-track tenant remodeling projects in large commercial, multi-family, industrial and government facilities. Response to the program has been very positive and the FY 1999-00 budget adds one inspector position to allow the program continued expansion to serve a growing demand.

**Neighborhood  
Inspections Program**

*The program will add a clerical position to type and process search warrants.*

In response to a District Court order for the bureau to obtain and serve civil search warrants in nuisance abatement cases and to monitor nuisance abatement contract work onsite, the program will add a clerical position to type and process search warrants and a six-month, full-time summer field position to serve warrants and monitor onsite cleanups. One inspector position will be cut to fund these positions. In addition, in FY 1999-00 the At-Risk Multi-Family Systematic Inspection Program (At-Risk) will lose HCD Block Grant Funding, and the bureau will lose funding for one inspector position. The At-Risk program will continue, but buildings will be inspected on a less frequent basis.

**Endangered Species  
Act**

The City Council has stated its commitment to the facilitating recovery of native salmonid species and to making institutional changes to meet the intent of the Endangered Species Act. The Bureau of Environmental Services has developed a budget for administrative functions to develop and implement a system to coordinate Citywide efforts for salmonid conservation. The bureau will provide \$134,500 as its share of funding the administrative budget and a detailed analysis of planning, permitting, and enforcement processes that have the potential to impact steelhead populations.

**FUNDING SOURCES**

*Funding is provided by operating fees and the General Fund.*

As an operating fund, the bureau is predominately funded through fees and charges. These fees and charges finance the bureau's construction code enforcement programs. The Neighborhood Inspections Program, including housing inspection and nuisance abatement, is funded by the General Fund with assistance from refuse disposal fees and other miscellaneous fees.



## Strategic Direction

### MANAGEMENT GOALS & OBJECTIVES

#### Long-Term Goals

The bureau has the following long-term goals:

1. Fully integrate Blueprint 2000 concepts into the development review process, and continue to improve these processes.
2. Make technology improvements which will improve the efficiency of programs and service to the public.

#### Management Objectives for FY 1999-00

The bureau maintains the following objectives for FY 1999-00:

1. Begin implementation of Blueprint 2000 processes.
2. Complete the consolidation of the Bureau of Buildings and the Land Use Review Division of the Bureau of Planning. Implement financial, personnel, and administrative systems.
3. Complete the first phase of implementation of the new permit tracking software.
4. Begin implementation of the Citywide erosion control program, stormwater policies, and related landscaping and tree preservation/planting requirements required as the City's response to the National Pollutant Discharge Elimination System permit requirements, *Title 3 of Metro's Functional Plan and the Endangered Species Act*.
5. Continue to work cooperatively with the construction industry by holding periodic meetings, involving them in the bureau's advisory committee, participating in local industry exhibitions and trade shows, and publishing new bulletins on administrative rules and interpretations.
6. Increase bureau hiring and promotion of minorities and women through internal training programs and community outreach.

### COUNCIL PRIORITIES

#### Council Issues and Priorities

#### Ensure Decent and Affordable Housing

##### **Strategy: Protect Existing Housing Stock**

The Neighborhood Inspections Section works to preserve housing and thus encourage neighborhood vitality. Staff carries out this mission by requiring housing and adjacent property to meet the minimum standards contained in the City of Portland Property Maintenance Code. Basic housing code enforcement ensures housing preservation by requiring property owners to make repairs to housing. This extends the structures' useful lives. Yard maintenance enforcement helps to preserve the housing stock by making neighborhoods more livable and thus encouraging private investment in surrounding properties.



**Strategy: Evaluate the Process and Regulations for Construction of Affordable Housing**

*The City Council has adopted a framework that changes regulations for affordable housing construction.*

As part of the Blueprint 2000 initiative, Council has adopted a process for a Policy Making Framework. The framework provides a major change in the way City Council considers new policies regulating development. The outcomes supported by the framework are as follows:

- ◆ City goals are clearly defined to assist balanced decision-making.
- ◆ Interpretation of codes is consistent with regulatory intent.
- ◆ The need for, effectiveness, and impact of proposed regulations are analyzed prior to adoption.
- ◆ Decision makers exercise discipline in adoption of policies and regulations, adding new regulations only when necessary.

**Build a Livable City Through Good Planning and Well-Managed Growth****Strategy: Implement Blueprint 2000**

Blueprint 2000 concepts were adopted by City Council in two parts in April, 1998 and January, 1999. The goal of Blueprint 2000 is to

*"...create a system that presents a predictable, seamless delivery of City development review functions and provides a clear point of accountability for the performance of review responsibilities."*

*The new Office of Planning and Development Review (OPDR) should streamline the development process.*

The staff have been piloting Blueprint concepts and planning for a full transition to the new processes since September. The first phase of transition occurred on March 19, 1999 when the development review section of the Bureau of Planning merged with the Bureau of Buildings to create the new Office of Planning and Development Review. Full implementation of Blueprint 2000 concepts is scheduled to coincide with the opening of the new Development Services Building in August, 1999.

**Promote Economic Vitality and Access to Quality Jobs for All****Strategy: Maintain Close Working Relationships With Industry Groups**

The bureau meets regularly with and works with two industry groups. They are the following:

- ◆ **Joint Code Committee:** This committee consists of architects, engineers, commercial contractors, and facility managers who meet monthly on policies and procedures that impact the design and construction of commercial buildings.
- ◆ **Residential Contractors Communications Group:** This committee represents builders and designers of one and two family structures that meet every two months to air issues, resolve interpretation and process issues, and look for new and better ways to do business and to communicate with each other.

In addition to the above meetings, the representatives from the combination inspection section (typically senior inspectors and/or supervisors) meet with other industry groups as detailed below. The bureau's interaction with these groups often depends on their perception of which code/technical/ procedural issues have the greatest bearing upon their industries. The results from these regular interactions are varied and significant, from effect on the development of changing inspection procedures, to cooperative efforts in attempting to

change state or national code language. The bureau also has invited members of these groups to participate in the bureau's personnel interviewing process, and has enjoyed some access to the highly-developed training facilities of Local 48, Local 290, and I.E.C. of Oregon for plumbing and electrical inspection training classes. The industry groups are as follows:

- ◆ Oregon Remodelers Association (monthly)
- ◆ National Electrical Contractors Association (monthly)
- ◆ Oregon Refrigeration / Air Conditioning Contractors Association (monthly)
- ◆ Oregon Mechanical Officials Association {includes two industry representatives} (monthly)
- ◆ Plumbers and Steamfitters Local 290 (quarterly)
- ◆ Portland Plumbing/Heating/Cooling Contractors (quarterly)
- ◆ Residential Contractors Communication Group (monthly)

*The bureau has developed several formal and informal avenues to maintain strong working relationships with industry groups.*

A third form of meetings is an ad hoc group that was formed several years ago by the bureau's Residential Inspections Manager. This is an attempt to keep area homebuilders in touch with issues that inspection personnel encounter month to month. This group also provides an opportunity for getting input from homebuilders as the bureau develops inspection procedures or encounters code issues where there is difference of opinion.

The bureau has sensed a better level of honest communication with area homebuilders due to this interactive forum.

### **Ensure a Safe and Peaceful Community**

#### **Strategy: Upgrade All Fire Stations to Meet Seismic Code**

The bureau has worked with the Fire Bureau to meet this strategy and priority. Bureau of Buildings' engineers are ready to meet with the design engineers and provide direction and assistance at any time in the design and permitting process.

### **Keep the Central City Vital**

#### **Strategy: Build the Chinese Garden and Other Projects to Revitalize Old Town**

The bureau plan review staff have worked with the architects to make their building comply with fire codes while maintaining the visual elements of classical Chinese design. This task has been very challenging, but one that the bureau has approached in a very positive and supportive manner. The bureau will continue this approach through the construction and inspections process.

### **Build a Multi-Modal transportation System**

#### **Strategy: Support Port of Portland Expansion of Cargo and Air Passage**

The bureau has assigned a team of plan review and inspections staff dedicated to all Port of Portland expansion projects. This assignment has resulted in enhanced coordination and problem solving.

**Portland/Multnomah  
Benchmarks****Percentage of Government Permits Issued Within the Target Time Period or Less Including Business Licenses, Building Permits, Water, Plumbing/Electrical/Heating & Ventilating, Parking, Street Use, and Conditional Use/Zoning/Variances (Benchmark #19)**

The Bureau of Buildings is making great efforts to minimize turnaround time for plan review. The plan review staff who review the more complex plans are also working overtime to increase the number of plans reviewed. In addition, the bureau has worked with the ASFCME labor union to sign contracts with private sector plan review services to assist the bureau with peak plan review workload.

*Blueprint 2000 processes will improve the timing, quantity, and quality of development review services.*

The Blueprint 2000 process is being designed to integrate the City's review process for development. Customers will receive enhanced services, and the process will be better coordinated between bureaus. Full implementation of Blueprint 2000 processes will begin in August 1999.

Over 60% of the 7,500 building permits issued by the Bureau of Buildings are issued to customers immediately, over-the-counter in the Permit Center. Over 50,000 miscellaneous permits (electrical, plumbing, heating & ventilating) were issued last year. Customers needing miscellaneous permits have the option of using mail or FAX services; permits are then issued within 24 hours. More than 60% of the miscellaneous permits issued by the bureau were issued within 24 hours by FAX and mail.

**Percentage of Citizen Volunteers in a Government Advisory Capacity Who are Satisfied that Their Recommendations were Carefully and Respectfully Considered (Benchmark #77)**

*The bureau works with citizen volunteers on boards of appeals, policy advisory committees, and technical advisory committees.*

The bureau has advisory groups for many of its programs and relies on these groups for advice and recommendations on program direction, code interpretation, and operations.

**Boards of Appeals:** The bureau has four boards of appeals: Building Code Board of Appeals, Electrical Board of Appeals, HVAC Board of Appeals, and Plumbing Board of Appeals. These boards interpret City construction codes and determine if alternate construction methods and materials are suitable to provide equivalent fire and life safety protection. Members are representatives of their respective construction groups with experience in safe installations.

**Policy Advisory Committees:** The bureau has several policy advisory committees.

- ◆ **The Bureau Advisory Committee :** This committee reviews and makes recommendations to the bureau's commissioner on the bureau's budget and operating programs. The members include industry representatives from Associated Buildings & Contractors, Association of Plumbing, Heating & Cooling Contractors, Building Owners and Managers Association, Metro Area Homebuilders, Multi-Family Housing Council, National Electrical Contractors Association, and Oregon Remodelers Association.
- ◆ **The Noise Review Board :** This committee reviews noise variance applications and develops long-term objectives for reducing sound levels in the community. The members include citizens, a construction industry representative, and an acoustics professional.

- ◆ **The Blueprint 2000 Stakeholders Team :** This committee is in the process of developing recommendations to integrate the City's development review functions. The goal of the Blueprint 2000 process is two-fold: to develop a strategy for seamless delivery of these review activities and to establish clear accountability for managing a development review system which serves diverse customers. The Stakeholders Team consists of representatives from the following constituencies: construction and development industries, non-profit developers, business, institutions, environmental groups, neighborhood organizations, and citizens at-large.

**Technical Advisory Committees:** The bureau has two technical advisory committees.

- ◆ **The Advisory Board for Special Inspections :** This group advises the bureau about the Special Inspection Program and special inspection examinations. Members include a structural engineer, an architect, a testing laboratory representative and a Class A Special Inspector.
- ◆ **The Structural Engineering Advisory Board :** This board advises the bureau about the suitability of proposed alternate structural designs for buildings and structures. Licensed structural engineers make up the board.

**Percentage of Emergency Services Agencies with Emergency Response Procedures in Place that are Regularly Exercised and Updated per Federal Standards (Benchmark # 97)**

*The bureau trains employees for emergency response and develops plans for disaster mitigation.*

The Bureau of Buildings is responsible for assessing damage to buildings in the event of a major disaster. The bureau has written an annex for the City's Emergency Management Operations manual.

**Training:** The bureau continues to train and exercise employees in the Incident Command System and the Applied Technology Council Report No. 20, Procedures for Post Earthquake Safety Evaluation of Buildings (ATC 20). The bureau is working with the State Building Codes Division and the Oregon Office of Emergency Management in the development and presentation of a statewide ATC 20 training program.

**Disaster Mitigation:** In addition to training, the bureau continues to invest significant time and resources in disaster mitigation. Bureau staff participate in the code writing process at the regional, state, and national levels, because well-conceived and well-enforced building codes are an important part of disaster mitigation. The bureau has also created a site development section to deal with geotechnical issues including landslides, flood plain management, erosion control, and grading and clearing of land.

# Overview of Programs

## ADMINISTRATION PROGRAM

The Administration Program provides overall direction to the bureau so that all program objectives are met. This program contains the general management and clerical support staff for the bureau. Included within the budget are the Office Director; administrative support personnel assigned to budget, personnel, training, code writing, communications and data processing management; and clerical support personnel assigned to general reception duties, office management and accounting.

The office administration is charged with ensuring not only that services are available on a daily basis, but also that bureau functions are in compliance with City, State and federal requirements. In addition, the administrative staff works on an ongoing basis to streamline the office operations and develop proposals for improving work flow and methods.

## CODE COMPLIANCE PROGRAM

The Code Compliance Program processes code violation cases and enforces the City's zoning code. There are about 600 active zoning files at any given time. The staff also inspect and approve work done under development permits which are issued in conformance with Title 33 property development standards. Home occupation permits are administered by the Code Compliance Section as part of its zoning code enforcement responsibilities.

This program also enforces structural, mechanical, plumbing, and electrical code violation cases. Program tasks also include preparing and presenting code violation cases at code hearings as necessary. Over 200 code hearing cases are processed annually.

### Code Compliance Section

The Code Compliance Section reviews and approves assessment of code enforcement fees on active violation cases. About 30 administrative reviews are conducted annually as a result of these fees. More than 400 properties are assessed enforcement fees annually.

### Code Hearings Office

The bureau funds a portion of the Code Hearings Office program through an interagency agreement. With code violation cases, nuisance abatement appeals, and violation fee appeals, approximately one-half of the code hearings activity is due to the Office of Planning and Development Reviews' actions. The interagency support allows the bureau to continue a high level of compliance effort.

### Noise Control Program

One-half of the costs of the Noise Control Program is included within the operating fund. Noise code enforcement and noise variance reviews are increasingly due to construction-related activities and to other commercial/industrial noise sources. Noise reviews for potential impacts from new development also occur in conjunction with Planning Bureau land use reviews. The zoning code specifically includes noise as one of the off-site impacts to be considered in the planning process.

## COMBINATION INSPECTIONS PROGRAM

*Portland is one of the first major cities to develop a comprehensive combination inspection program*

The Combination Inspections Program administers the Oregon One and Two Family Dwelling Code. Portland is one of the first major cities to develop a comprehensive combination inspection program. In this program, all inspectors eventually will be able to make inspections in all four specialties: structural, mechanical, plumbing, and electrical. This approach will save contractors time and money in scheduling inspections. It will also allow the city to make more inspections with fewer staff.

The section's training program requires many hours of both classroom and field instruction, requiring a considerable investment in staffing in order to cover requested inspections. In spite of the resources needed, other jurisdictions have recognized the quality of Portland's training program and are using it as a model.

The multiple certification approach to residential inspections has already shown its potential value to the City. Inspectors that have all four certifications are able to cover 50% more inspection calls than *one-hatted* (having one certification) inspectors. The goal is to have 90% of the inspectors *four-hatted* (having four certifications) by the end of 1999.

The Combination Inspections Program also continues to strengthen its relationship with the building industry. The Residential Contractors Communication Group meets monthly to discuss issues between contractors and City staff.

## COMMERCIAL INSPECTIONS PROGRAM

The Commercial Division provides the State-mandated construction inspections on industrial, commercial, and multi-family construction projects in the City and urban services area of Multnomah County.

The inspections provided under this program gain compliance with the State's structural, mechanical, plumbing, and electrical codes. Inspections are also carried out to determine compliance with the sign code, planning, zoning code, and site development requirements. In addition, inspectors respond to citizen and industry inquiries and complaints concerning construction and site-related issues.

### Site Development Section

The Site Development Section was created during the early part of 1997. This section was formed to deal with both the geotechnical plan review and the onsite preparation issues such as grading, erosion control, and stormwater run-off.

The Site Development team will expand as it takes a lead role in implementation of the field inspections of facilities required by the new Stormwater Manual adopted by the Bureau of Environmental Services, the plan review and inspection requirement of a Citywide erosion control program, enhanced landscaping and tree inspections required for Titles 20, 33, and erosion and stormwater control.

### Facilities Permit Program

The division's Facilities Permit Program will be in the second year of operation during FY 1999-00. This program has been designed to fast-track tenant remodeling projects in large commercial, industrial, and government facilities. There are many innovations in this program including on-site plan review and around-the-clock inspector availability to accommodate construction schedules at the facilities included in the program.



## NEIGHBORHOOD INSPECTIONS PROGRAM

*Mission: To protect life, health, and property to preserve housing, and to encourage vital neighborhoods.*

The mission of the Neighborhood Inspections Section is to protect life, health, and property, to preserve housing, and to encourage vital neighborhoods. Staff carry out this mission by requiring housing and property to meet minimum standards and by removing dangerous buildings. Over the last five years the program has increased its presence in neighborhoods. Staff collaborate regularly with Neighborhood Emergency Response Teams (NERT), social service agencies such as Aging Services, neighborhood groups such as Hope and Hard Work in inner Northeast, and non-profit housing organizations. There are six programs in the Neighborhood Quality Program.

### Basic Housing Code Enforcement

Ensuring safe housing for citizens at all income levels is the heart of this section's functions. The program is primarily complaint-based, but there are three target neighborhoods where federal funding allows pro-active inspections of all rental housing.

### Basic Dangerous Building Code Enforcement

The dangerous building code addresses both residential and commercial properties. The work under this program assures the safety of the general public by requiring owners of buildings that meet certain *dangerous* criteria to either repair or demolish the building.

### Nuisances and Illegal Dumps

The nuisance code addresses basic neighborhood vitality issues such as trash and garbage in yards, auto and appliance parts, junk cars, and overgrown vegetation. Some nuisances are immediate health and safety hazards, such as garbage, materials that could harbor rats, and vegetation that can obstruct traffic or fire personnel. In the illegal dumping program, staff respond to reports of dumps by cleaning up the dump and not billing the property owner. This is an important service with minimal cost; higher priority dumps are those on occupied residential property.

### At-Risk Multi-Family Inspection Program

In this program the section inspects all at risk multi-family buildings on a regular basis. Tenants of many lower-income buildings are reluctant to complain about conditions, so that before this program was established the bureau often did not have the chance to see these buildings. This program plays an important role in keeping marginal buildings functioning as affordable housing.

### Noise

The Noise Control Officer investigates noise complaints, enforces *Title 18* (Noise Code), reviews and issues short-term noise variances, provides staff assistance to the Noise Review Board, makes recommendations on major noise variance applications, and consults with City bureaus on technical noise issues. Half of this position is funded by the General Fund and half is funded by the Buildings Fund.

## PLAN REVIEW AND PERMITS PROGRAM

### Responsibility

It is the responsibility of the Plan Review and Permits Division to review building and mechanical permits; to process all electrical, plumbing and sign permits; to manage the Permit Application Center; and to control and route all plan documents to the bureaus involved in the permit process. This responsibility includes verifying that permit plans comply with construction codes, assisting applicants in interpreting and applying the codes, and working both effectively and efficiently to complete these tasks within a time frame that is acceptable to the industry.

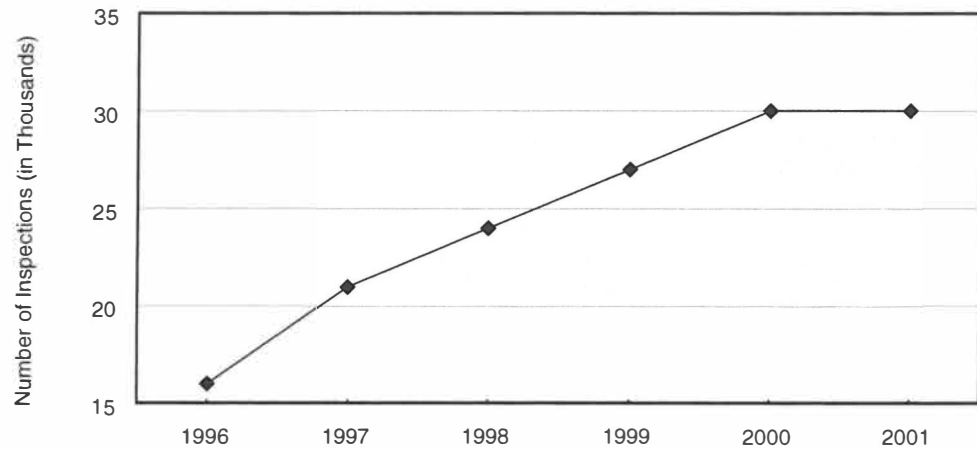
The Plan Review and Permits Division is key in the implementation of the Blueprint 2000 processes. Staff will be assigned to manage the development review process for particular development projects and act as liaison to the developer. The document control staff who manage the routing of plans will be integrated into this group of process managers. Two plan review teams will be established, and one team will be assigned to expedite review of smaller commercial plans. These Blueprint 2000 innovations will be monitored throughout the year to ensure that they are working smoothly and resulting in an improved development review system.



## Performance Measures

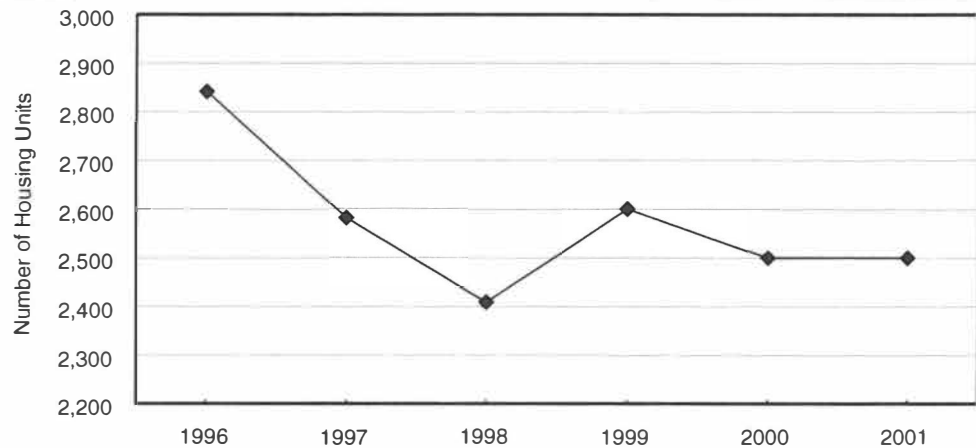
### Number of Inspection Trips Reduced

- ◆ Inspection trips for one and two family inspections are being reduced due to the increasing efficiency of the combination inspections program.
- ◆ By 2000, most of the inspectors in this program will possess four certifications (structural, electrical, mechanical, and plumbing).



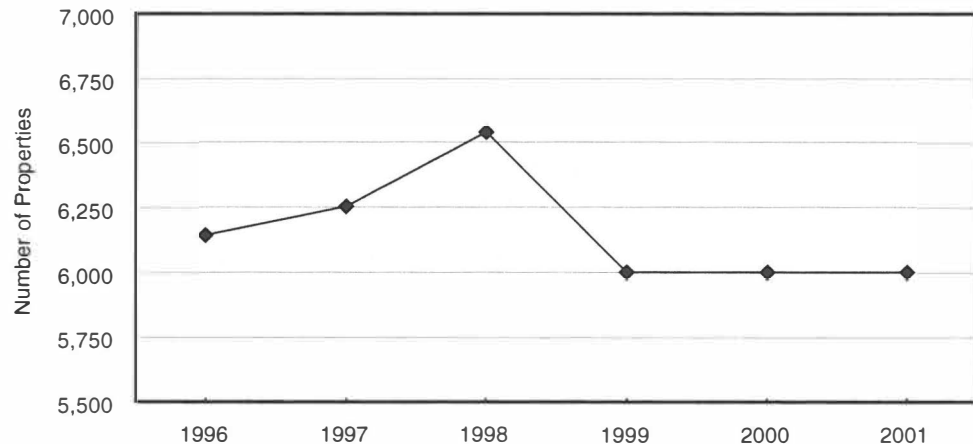
### Number of Housing Units Brought Up To Code

- ◆ The number of housing units brought up to code has been relatively stable and will remain so as long as funding is stable.



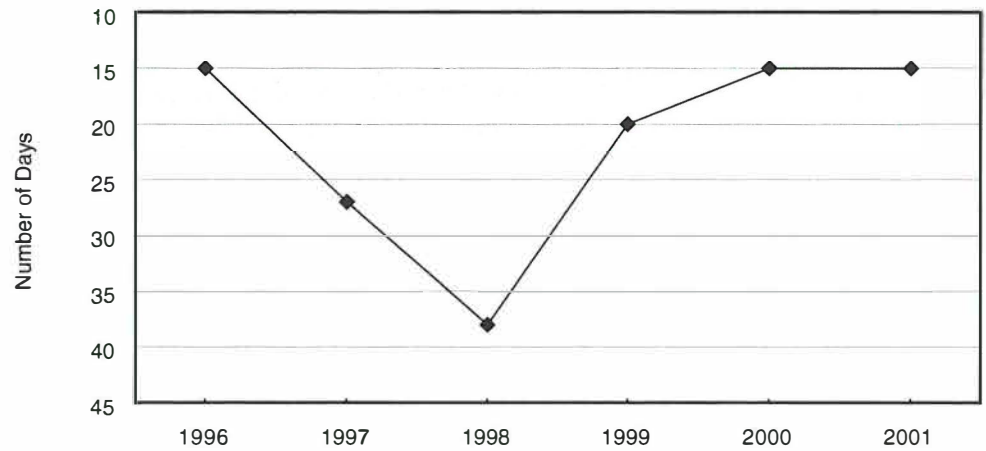
### Number of Properties Cleaned Up

- ◆ The number of properties cleaned up has been stable and will remain so as long as funding is stable.



**Average Number of Days for First Plan Review of Single Family Residences**

- ◆ The number of days to first review took a dramatic jump in 1997 because of the huge increases in plans and inadequate staffing levels.



|  | Actual<br>FY 1995-96 | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Yr End Est.<br>FY 1998-99 | Target<br>FY 1999-00 | Target<br>FY 2000-01 |
|--|----------------------|----------------------|----------------------|---------------------------|----------------------|----------------------|
| <b>Commercial Inspections Program</b>  |                      |                      |                      |                           |                      |                      |
| <b>Workload</b>  |                      |                      |                      |                           |                      |                      |
| Commercial Inspections   | 64,455               | 73,964               | 79,980               | 79,000                    | 80,000               | 80,000               |
| <b>Effectiveness</b>   |                      |                      |                      |                           |                      |                      |
| Number of inspections per day, per inspector   | 12                   | 15                   | 14                   | 15                        | 12                   | 12                   |
| Percent of inspections made within 24 hours of request   | 96%                  | 95%                  | 96%                  | 96%                       | 97%                  | 97%                  |
| <b>Code Compliance Program</b>   |                      |                      |                      |                           |                      |                      |
| <b>Workload</b>  |                      |                      |                      |                           |                      |                      |
| Enforcement cases prepared and presented to Code Hearings Officer                                  | 216                  | 162                  | 153                  | 150                       | 150                  | 150                  |
| Planning & zoning violations investigated  | 10,967               | 11,217               | 10,716               | 12,000                    | 12,000               | 12,000               |
| Home occupation permits  | 153                  | 133                  | 150                  | 150                       | 150                  | 150                  |
| Number of properties assessed code enforcement fees  | 288                  | 276                  | 287                  | 300                       | 300                  | 300                  |
| <b>Combination Inspections Program</b>   |                      |                      |                      |                           |                      |                      |
| <b>Workload</b>  |                      |                      |                      |                           |                      |                      |
| Residential Inspections  | 82,750               | 95,538               | 95,773               | 90,000                    | 88,000               | 88,000               |
| <b>Effectiveness</b>   |                      |                      |                      |                           |                      |                      |
| Number of inspections per day, per inspector   | 14.00                | 15.00                | 15.10                | 15.50                     | 16.00                | 16.00                |
| Percent of inspections made within 24 hours of request   | 90%                  | 91%                  | 94%                  | 98%                       | 98%                  | 98%                  |
| <b>Efficiency</b>  |                      |                      |                      |                           |                      |                      |
| Number of inspection trips reduced due to "multi-hatted" inspectors                                | 16,000               | 20,556               | 23,791               | 27,000                    | 30,000               | 30,000               |
| <b>Neighborhood Inspections Program</b>  |                      |                      |                      |                           |                      |                      |
| <b>Workload</b>  |                      |                      |                      |                           |                      |                      |
| Noise violation inspections  | 2,051                | 2,112                | 1,881                | 2,000                     | 2,300                | 2,300                |
| Housing/derelect buildings inspections   | 13,291               | 11,980               | 10,086               | 11,000                    | 10,000               | 10,000               |
| Nuisance inspections   | 25,039               | 22,583               | 16,555               | 20,000                    | 20,000               | 20,000               |
| Noise variances processed  | 177                  | 199                  | 355                  | 300                       | 320                  | 350                  |
| <b>Effectiveness</b>   |                      |                      |                      |                           |                      |                      |
| Number of housing units brought up to code as a result of Neighborhood Inspection Division efforts | 2,842                | 2,581                | 2,409                | 2,600                     | 2,500                | 2,500                |
| Number of properties cleaned up  | 6,143                | 6,253                | 6,539                | 6,000                     | 6,000                | 6,000                |
| <b>Plan Review and Permits Program</b>   |                      |                      |                      |                           |                      |                      |
| <b>Workload</b>  |                      |                      |                      |                           |                      |                      |
| Building Permits - Commercial  | 3,069                | 3,378                | 4,089                | 3,400                     | 3,500                | 3,500                |
| Building Permits - Residential   | 4,011                | 4,343                | 4,153                | 4,200                     | 4,000                | 4,000                |
| Electrical Permits   | 12,857               | 14,676               | 10,895               | 15,500                    | 15,500               | 15,500               |
| Plumbing Permits   | 11,084               | 18,462               | 18,104               | 15,000                    | 11,000               | 11,000               |
| Sign Permits   | 1,615                | 1,616                | 1,346                | 1,600                     | 1,600                | 1,600                |
| Mechanical Permits   | 7,228                | 8,596                | 8,991                | 8,700                     | 8,400                | 8,400                |
| <b>Efficiency</b>  |                      |                      |                      |                           |                      |                      |
| Average number of days for first plan review of new single family residences                       | 15                   | 27                   | 38                   | 20                        | 15                   | 15                   |

|   | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>EXPENDITURES</b>   |                      |                      |                       |                        |                       |
| <b>Operating Budget</b>   |                      |                      |                       |                        |                       |
| Personal Services   | 12,371,521           | 13,184,832           | 15,687,419            | 16,724,468             | 16,801,284            |
| External Materials and Service  | 1,542,160            | 2,233,485            | 2,888,799             | 2,399,334              | 2,401,934             |
| Internal Materials and Service  | 2,267,567            | 2,444,973            | 2,951,791             | 4,178,753              | 4,178,753             |
| Minor Capital Outlay  | 22,217               | 0                    | 832,492               | 330,527                | 330,527               |
| Equipment Cash Transfers  | 91,489               | 45,500               | 76,030                | 0                      | 0                     |
| <b>Total Operating Budget</b>   | 16,294,954           | 17,908,790           | 22,436,531            | 23,633,082             | 23,712,498            |
| Capital Improvements  | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>TOTAL BUREAU EXPENDITURES</b>  | <b>\$ 16,294,954</b> | <b>\$ 17,908,790</b> | <b>\$ 22,436,531</b>  | <b>\$ 23,633,082</b>   | <b>\$ 23,712,498</b>  |
| Allocated Overhead Costs  |                      |                      | 723,704               | 770,519                | 767,515               |
| <b>Total Cost with Allocated Overhead</b>   |                      |                      | 23,160,235            | 24,403,601             | 24,480,013            |
| <b>Authorized Full-Time Positions</b>   |                      |                      |                       |                        |                       |
| General Fund Discretionary  | 14                   | 12                   | 12                    | 12                     | 12                    |
| <b>TOTAL POSITIONS</b>  | <b>201</b>           | <b>213</b>           | <b>225</b>            | <b>228</b>             | <b>229</b>            |
| <b>RESOURCES</b>  |                      |                      |                       |                        |                       |
| Buildings Operating Fund  |                      | 17,908,782           | 22,436,531            | 23,633,082             | 23,712,498            |
| Discretionary General Fund  |                      | 1,089,402            | 1,126,269             | 1,144,824              | 1,144,824             |
| <b>Non-Discretionary Revenues</b>   |                      |                      |                       |                        |                       |
| Grants & Donations  |                      | 5,818                | 10,000                | 0                      | 0                     |
| Contract Revenues   |                      | 0                    | 0                     | 0                      | 0                     |
| Interagency Revenues  |                      | 384,539              | 464,018               | 443,877                | 443,877               |
| Bureau Program Revenues   |                      | 16,328,593           | 20,716,989            | 21,931,489             | 22,010,905            |
| Overhead Revenues   |                      | 100,438              | 119,255               | 112,892                | 112,892               |
| <b>Total Non-Discretionary Revenues</b>   |                      | 16,819,388           | 21,310,262            | 22,488,258             | 22,567,674            |
| <b>Total General Fund Resources</b>   |                      | 1,089,402            | 1,126,269             | 1,144,824              | 1,144,824             |
| <b>TOTAL RESOURCES</b>  |                      | <b>\$ 17,908,790</b> | <b>\$ 22,436,531</b>  | <b>\$ 23,633,082</b>   | <b>\$ 23,712,498</b>  |
| Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.         |                      |                      |                       |                        |                       |
| Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue. |                      |                      |                       |                        |                       |
| <b>PROGRAMS</b>   |                      |                      |                       |                        |                       |
| Administration Program  |                      | 3,853,902            | 5,928,620             | 6,623,786              | 6,628,765             |
| <i>Positions</i>  |                      | 30                   | 34                    | 38                     | 38                    |
| Commercial Inspections Program  |                      | 3,806,634            | 4,648,686             | 4,744,795              | 4,819,232             |
| <i>Positions</i>  |                      | 53                   | 56                    | 55                     | 56                    |
| Code Compliance Program   |                      | 584,467              | 669,275               | 705,287                | 705,287               |
| <i>Positions</i>  |                      | 9                    | 10                    | 10                     | 10                    |
| Combination Inspections Program   |                      | 3,483,009            | 3,805,771             | 3,851,093              | 3,851,093             |
| <i>Positions</i>  |                      | 45                   | 47                    | 47                     | 47                    |
| Neighborhood Inspections Program  |                      | 2,393,174            | 2,724,655             | 2,794,256              | 2,794,256             |
| <i>Positions</i>  |                      | 32                   | 31                    | 30                     | 30                    |
| Plan Review and Permits Program   |                      | 3,787,604            | 4,659,524             | 4,913,865              | 4,913,865             |
| <i>Positions</i>  |                      | 45                   | 48                    | 49                     | 49                    |
| <b>TOTAL PROGRAMS</b>   |                      | <b>\$ 17,908,790</b> | <b>\$ 22,436,531</b>  | <b>\$ 23,633,082</b>   | <b>\$ 23,712,498</b>  |
| <i>Positions</i>  |                      | <b>213</b>           | <b>225</b>            | <b>228</b>             | <b>229</b>            |

## Bureau of Buildings AU 520

## LINE ITEM DETAIL

|   | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>Personnel Services</b>                   |                      |                      |                       |                        |                       |
| 511000 Full-Time Employees                  | 7,274,220            | 7,609,808            | 10,687,713            | 11,132,918             | 11,189,454            |
| 512000 Part-Time Employees                  | 136,405              | 161,622              | 295,295               | 528,932                | 528,932               |
| 514000 Overtime                             | 342,590              | 393,731              | 439,039               | 429,559                | 429,559               |
| 515000 Premium Pay                          | 45,412               | 7,500                | 62,046                | 59,017                 | 59,017                |
| 517000 Benefits                             | 3,230,469            | 3,483,125            | 4,203,326             | 4,574,042              | 4,594,322             |
| 518000 Paid Absence                         | 1,342,425            | 1,529,046            | 0                     | 0                      | 0                     |
| <b>Total Personnel Services</b>             | <b>12,371,521</b>    | <b>13,184,832</b>    | <b>15,687,419</b>     | <b>16,724,468</b>      | <b>16,801,284</b>     |
| <b>Materials and Services</b>               |                      |                      |                       |                        |                       |
| <b>External Materials and Service</b>       |                      |                      |                       |                        |                       |
| 521000 Professional Services                | 476,294              | 642,770              | 1,377,836             | 831,092                | 831,092               |
| 522000 Utilities                            | 0                    | 0                    | 0                     | 0                      | 0                     |
| 523000 Equipment Rental                     | 0                    | 0                    | 0                     | 0                      | 0                     |
| 524000 Repair & Maintenance Services        | 104,804              | 95,272               | 179,196               | 185,593                | 185,593               |
| 525000 Non-Capital Improvement              | 0                    | 0                    | 0                     | 0                      | 0                     |
| 528000 Local Match Payments                 | 0                    | 0                    | 0                     | 0                      | 0                     |
| 529000 Miscellaneous Services               | 525,889              | 552,908              | 554,372               | 610,781                | 610,781               |
| 531000 Office Supplies                      | 45,602               | 38,918               | 47,350                | 52,384                 | 52,584                |
| 532000 Operating Supplies                   | 44,809               | 132,009              | 126,872               | 125,376                | 125,576               |
| 533000 Repair & Maintenance Supplies        | 0                    | 0                    | 0                     | 0                      | 0                     |
| 534000 Minor Equipment & Tools              | 117,346              | 464,966              | 250,277               | 213,484                | 214,684               |
| 535000 Clothing & Uniforms                  | 8,066                | 7,815                | 9,370                 | 9,440                  | 9,540                 |
| 539000 Other Commodities External           | 3,358                | 8,159                | 3,604                 | 3,669                  | 3,669                 |
| 541000 Education                            | 39,783               | 53,617               | 95,695                | 84,044                 | 84,344                |
| 542000 Local Travel                         | 1,941                | 1,077                | 2,560                 | 2,605                  | 2,605                 |
| 543000 Out-of-Town Travel                   | 25,693               | 40,477               | 45,909                | 43,678                 | 43,978                |
| 544000 Space Rental                         | 0                    | 0                    | 0                     | 0                      | 0                     |
| 545000 Interest                             | 0                    | 0                    | 0                     | 0                      | 0                     |
| 546000 Refunds                              | 94,975               | 135,732              | 66,700                | 117,901                | 117,901               |
| 547000 Retirement System Payments           | 0                    | 0                    | 0                     | 0                      | 0                     |
| 549000 Miscellaneous                        | 53,600               | 59,765               | 129,058               | 119,287                | 119,587               |
| <b>Total External Materials and Service</b> | <b>1,542,160</b>     | <b>2,233,485</b>     | <b>2,888,799</b>      | <b>2,399,334</b>       | <b>2,401,934</b>      |
| <b>Internal Materials and Service</b>       |                      |                      |                       |                        |                       |
| 551000 Fleet Services                       | 339,754              | 321,978              | 362,486               | 367,227                | 367,227               |
| 552000 Printing & Distribution              | 374,746              | 354,423              | 401,447               | 378,296                | 378,296               |
| 553000 Facilities Services                  | 497,723              | 560,415              | 668,333               | 1,817,909              | 1,742,711             |
| 554000 Communications Services              | 261,298              | 267,485              | 308,344               | 316,093                | 316,093               |
| 555000 Data Processing Services             | 69,869               | 58,512               | 125,595               | 130,111                | 205,309               |
| 556000 Insurance                            | 441,945              | 559,726              | 526,909               | 545,879                | 545,879               |
| 557000 Master Lease                         | 0                    | 0                    | 0                     | 0                      | 0                     |
| 558000 Same Fund Services                   | 0                    | 0                    | 0                     | 0                      | 0                     |
| 559000 Other Fund Services                  | 282,232              | 322,434              | 558,677               | 623,238                | 623,238               |
| <b>Total Internal Materials and Service</b> | <b>2,267,567</b>     | <b>2,444,973</b>     | <b>2,951,791</b>      | <b>4,178,753</b>       | <b>4,178,753</b>      |
| <b>Total Materials and Services</b>         | <b>3,809,727</b>     | <b>4,678,458</b>     | <b>5,840,590</b>      | <b>6,578,087</b>       | <b>6,580,687</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                    | 22,217               | 0                    | 832,492               | 330,527                | 330,527               |
| 565000 Facilities Lease/Purchase            | 0                    | 0                    | 0                     | 0                      | 0                     |
| 566000 Equipment Lease/Purchase             | 0                    | 0                    | 0                     | 0                      | 0                     |
| 568000 Other Capital Expenditure            | 0                    | 0                    | 0                     | 0                      | 0                     |
| 569000 Depreciation                         | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>Total Capital Outlay</b>                 | <b>22,217</b>        | <b>0</b>             | <b>832,492</b>        | <b>330,527</b>         | <b>330,527</b>        |
| 573000 Equipment Cash Transfers             | 91,489               | 45,500               | 76,030                | 0                      | 0                     |
| 576000 Minor Equipment Transfers            | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>TOTAL BUREAU EXPENSES</b>                | <b>\$ 16,294,954</b> | <b>\$ 17,908,790</b> | <b>\$ 22,436,531</b>  | <b>\$ 23,633,082</b>   | <b>\$ 23,712,498</b>  |

**Bureau of Buildings AU 520**

**FULL-TIME POSITIONS**

| Class                            | Title                            | Actual<br>FY 1997 | Actual<br>FY 1998 | Revised<br>FY 1998-99 |                      | Approved<br>FY 1999-00 |                      | Adopted<br>FY 1999-00 |                      |
|----------------------------------|----------------------------------|-------------------|-------------------|-----------------------|----------------------|------------------------|----------------------|-----------------------|----------------------|
|                                  |                                  | No.               | No.               | No.                   | Amount               | No.                    | Amount               | No.                   | Amount               |
| 819                              | Administrative Assistant         | 4                 | 5                 | 3                     | 122,810              | 3                      | 124,174              | 3                     | 124,174              |
| 926                              | Administrative Services Manager  | 1                 | 1                 | 1                     | 61,074               | 1                      | 65,731               | 1                     | 65,731               |
| 815                              | Administrative Specialist        | 2                 | 2                 | 2                     | 62,890               | 2                      | 65,228               | 2                     | 65,228               |
| 920                              | Administrative Supervisor I      | 1                 | 1                 | 3                     | 136,335              | 3                      | 139,444              | 3                     | 139,444              |
| 2531                             | Applications Analyst I           | 0                 | 0                 | 0                     | 0                    | 1                      | 49,200               | 1                     | 49,200               |
| 2532                             | Applications Analyst II          | 0                 | 0                 | 0                     | 0                    | 1                      | 46,208               | 1                     | 46,208               |
| 2534                             | Applications Analyst IV          | 1                 | 1                 | 1                     | 51,887               | 1                      | 59,640               | 1                     | 59,640               |
| 826                              | Assistant Financial Analyst      | 0                 | 1                 | 1                     | 39,829               | 1                      | 46,245               | 1                     | 46,245               |
| 962                              | Assistant Program Specialist     | 0                 | 0                 | 1                     | 0                    | 1                      | 52,523               | 1                     | 52,523               |
| 2140                             | Building Inspector               | 22                | 25                | 22                    | 1,288,343            | 22                     | 1,158,661            | 22                    | 1,158,661            |
| 2143                             | Building Inspector Manager       | 2                 | 2                 | 2                     | 150,376              | 2                      | 155,248              | 2                     | 155,248              |
| 3221                             | Building Plan Examiner II        | 15                | 18                | 18                    | 992,784              | 19                     | 985,582              | 19                    | 985,582              |
| 2144                             | Buildings Director               | 1                 | 1                 | 1                     | 92,310               | 1                      | 95,725               | 0                     | 0                    |
| 114                              | Clerical Specialist              | 17                | 18                | 20                    | 564,792              | 21                     | 653,945              | 21                    | 653,945              |
| 2127                             | Combination Inspector            | 9                 | 10                | 13                    | 632,412              | 13                     | 710,359              | 13                    | 710,359              |
| 7492                             | Community Relations Specialist   | 0                 | 0                 | 1                     | 55,270               | 1                      | 46,391               | 1                     | 46,391               |
| 2122                             | Electrical Inspector             | 12                | 12                | 14                    | 587,649              | 14                     | 724,114              | 14                    | 724,114              |
| 3164                             | Engineer                         | 6                 | 6                 | 6                     | 374,695              | 6                      | 385,414              | 6                     | 385,414              |
| 3153                             | Engineering Associate            | 3                 | 4                 | 3                     | 192,932              | 3                      | 151,342              | 3                     | 151,342              |
| 2105                             | Environmental Soils Inspector    | 1                 | 1                 | 2                     | 92,645               | 2                      | 100,639              | 2                     | 100,639              |
| 2104                             | Environmental Soils Specialist   | 1                 | 1                 | 0                     | 0                    | 0                      | 0                    | 0                     | 0                    |
| 2210                             | Field Representative             | 6                 | 6                 | 7                     | 247,645              | 7                      | 261,977              | 7                     | 261,977              |
| 2211                             | Field Representative II          | 1                 | 1                 | 1                     | 39,275               | 1                      | 40,725               | 1                     | 40,725               |
| 2135                             | Housing Inspector                | 15                | 15                | 15                    | 666,296              | 13                     | 551,920              | 13                    | 551,920              |
| 2541                             | Information Systems Analyst I    | 0                 | 0                 | 0                     | 0                    | 2                      | 96,225               | 2                     | 96,225               |
| 2542                             | Information Systems Analyst II   | 1                 | 2                 | 2                     | 88,753               | 2                      | 97,251               | 2                     | 97,251               |
| 2544                             | Information Systems Analyst IV   | 1                 | 1                 | 1                     | 52,931               | 1                      | 65,120               | 1                     | 65,120               |
| 2550                             | Information Systems Manager      | 1                 | 1                 | 1                     | 62,767               | 0                      | 0                    | 0                     | 0                    |
| 2138                             | Inspection Supervisor I          | 3                 | 3                 | 3                     | 183,723              | 3                      | 190,527              | 3                     | 190,527              |
| 2139                             | Inspection Supervisor II         | 5                 | 5                 | 5                     | 314,579              | 5                      | 326,720              | 6                     | 379,078              |
| 2150                             | Noise Control Officer            | 1                 | 1                 | 1                     | 45,432               | 1                      | 51,038               | 1                     | 51,038               |
| 2145                             | OPD&R Director                   | 0                 | 0                 | 0                     | 0                    | 0                      | 0                    | 1                     | 99,903               |
| 3222                             | Permit Center Supervisor         | 1                 | 1                 | 1                     | 64,477               | 1                      | 66,862               | 1                     | 66,862               |
| 3224                             | Plan Review Manager              | 1                 | 1                 | 1                     | 75,189               | 1                      | 77,972               | 1                     | 77,972               |
| 3223                             | Plan Review Supervisor           | 1                 | 1                 | 1                     | 64,477               | 1                      | 66,862               | 1                     | 66,862               |
| 3229                             | Planner                          | 1                 | 1                 | 1                     | 44,558               | 1                      | 46,196               | 1                     | 46,196               |
| 2110                             | Plumbing Inspector               | 13                | 12                | 12                    | 642,965              | 11                     | 566,097              | 11                    | 566,097              |
| 966                              | Program Coordinator              | 2                 | 2                 | 3                     | 145,970              | 3                      | 157,369              | 3                     | 157,369              |
| 968                              | Program Manager I                | 2                 | 2                 | 3                     | 162,293              | 3                      | 177,056              | 3                     | 177,056              |
| 2530                             | Programmer                       | 2                 | 2                 | 2                     | 84,397               | 0                      | 0                    | 0                     | 0                    |
| 220                              | Secretarial Clerk I              | 10                | 10                | 10                    | 292,312              | 12                     | 333,555              | 12                    | 333,555              |
| 816                              | Senior Administrative Specialist | 3                 | 4                 | 3                     | 125,937              | 3                      | 102,449              | 3                     | 102,449              |
| 2141                             | Senior Building Inspector        | 2                 | 2                 | 3                     | 151,956              | 3                      | 171,789              | 3                     | 171,789              |
| 3225                             | Senior Building Plan Examiner    | 0                 | 0                 | 1                     | 55,228               | 1                      | 57,340               | 1                     | 57,340               |
| 2128                             | Senior Combination Inspector     | 4                 | 4                 | 4                     | 220,912              | 4                      | 229,052              | 4                     | 229,052              |
| 2124                             | Senior Electrical Inspector      | 3                 | 3                 | 3                     | 165,684              | 3                      | 171,789              | 3                     | 171,789              |
| 3166                             | Senior Engineer                  | 1                 | 2                 | 2                     | 135,783              | 2                      | 140,768              | 2                     | 140,768              |
| 3163                             | Senior Engineering Associate     | 1                 | 2                 | 2                     | 104,781              | 2                      | 112,719              | 2                     | 112,719              |
| 828                              | Senior Financial Analyst         | 1                 | 1                 | 1                     | 58,213               | 1                      | 60,365               | 1                     | 60,365               |
| 2136                             | Senior Housing Inspector         | 1                 | 0                 | 0                     | 0                    | 0                      | 0                    | 0                     | 0                    |
| 612                              | Senior Human Resources Analyst   | 2                 | 2                 | 2                     | 97,911               | 2                      | 103,474              | 2                     | 103,474              |
| 2552                             | Senior Information Systems Mgr   | 0                 | 0                 | 0                     | 0                    | 1                      | 75,989               | 1                     | 75,989               |
| 2111                             | Senior Plumbing Inspector        | 2                 | 2                 | 3                     | 110,456              | 3                      | 174,713              | 3                     | 174,713              |
| 2120                             | Sign Inspector                   | 2                 | 2                 | 2                     | 98,846               | 2                      | 102,494              | 2                     | 102,494              |
| 930                              | Sr Bureau Administrative Manager | 1                 | 1                 | 1                     | 75,182               | 1                      | 77,971               | 1                     | 77,971               |
| 2106                             | Sr Environmental Soils Inspector | 1                 | 1                 | 1                     | 55,228               | 1                      | 57,263               | 1                     | 57,263               |
| 3107                             | Technician I                     | 11                | 9                 | 11                    | 370,450              | 11                     | 413,931              | 11                    | 413,931              |
| 3108                             | Technician II                    | 1                 | 2                 | 2                     | 84,074               | 2                      | 91,527               | 2                     | 91,527               |
| <b>TOTAL FULL-TIME POSITIONS</b> |                                  | <b>201</b>        | <b>213</b>        | <b>225</b>            | <b>\$ 10,687,713</b> | <b>228</b>             | <b>\$ 11,132,918</b> | <b>229</b>            | <b>\$ 11,189,454</b> |

# Bureau of Buildings AU 520

## 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        |              |   |
|   | 22,044,506 | 0        | 22,044,506           | 225.0        | FY 1999-00 Current Service Level Estimate   |
| <b>CSL Estimate Adjustments</b>                 |            |          |                      |              | None  |
| <b>Mayor's Proposed Budget Decisions</b>        |            |          |                      |              |   |
| 0   | 108,853    |          | 108,853              | 0.0          | ESA   |
| 375,603   | 0          |          | 375,603              | 0.0          | Backbone                                    |
| 28,573  | 0          |          | 28,573               | 0.0          | Childcare Facility                          |
| 8,784   | 0          |          | 8,784                | 0.0          | BIT Interagency                             |
| 272,496   | 0          |          | 272,496              | 0.0          | Dev. Bldg. Rent                             |
| 46,600  | 0          |          | 46,600               | 1.0          | Receptionist                                |
| 0   | 102,000    |          | 102,000              | 0.0          | Hardware Upgrades                           |
| 145,500   | 0          |          | 145,500              | 2.0          | BOB and TRAC Systems Support                |
| 169,367   | 0          |          | 169,367              | 0.0          | Citywide IT Projects                        |
| 76,500  | 0          |          | 76,500               | 1.0          | Mechanical Plan Review                      |
| 46,600  | 0          |          | 46,600               | 1.0          | Admin. Clerical Support                     |
| 0   | 220,000    |          | 220,000              | 0.0          | TRACS Phase II                              |
| 59,000  | 0          |          | 59,000               | (1.0)        | Nuisance Abatement                          |
| (71,300)  | 0          |          | (71,300)             | (1.0)        | East Mid-County Sewer Inspections           |
| <b>Approved Budget Additions and Reductions</b> |            |          |                      |              | None  |
| <b>Adopted Budget Additions and Reductions</b>  |            |          |                      |              |   |
| 79,416  | 0          |          | 79,416               | 1.0          | New Supervisor II and Increase for Director |
| 75,198  | 0          |          | 75,198               | 0.0          | Increase Information Technology             |
| (75,198)  | 0          |          | (75,198)             | 0.0          | Decrease BGS Interagency                    |
| 1,237,139                                       | 430,853    |          | 1,667,992            | 4.0          | Total FY 1999-00 Decision Packages          |
|   |            |          | <b>\$ 23,712,498</b> | <b>229.0</b> | Total Adopted Budget                        |
| <b>FY1999-00 Decision Packages Not Funded</b>   |            |          |                      |              |   |
| 28,000  | 0          |          | 28,000               | 0.5          | Clerical support for Noise Program          |
|   |            |          | <b>\$ 28,000</b>     | <b>0.5</b>   | Total Decision Packages Not Funded          |



## Buildings Fund – 116

## FUND SUMMARY

|   | Actual<br>FY 1996–97 | Actual<br>FY 1997–98 | Revised<br>FY 1998–99 | Yr End Est.<br>FY 1998–99 | Approved<br>FY 1999–00 | Adopted<br>FY 1999–00 |
|---|----------------------|----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| <b>RESOURCES</b>                        |                      |                      |                       |                           |                        |                       |
| <b>External Revenues</b>                |                      |                      |                       |                           |                        |                       |
| <b>Licenses and Permits</b>             |                      |                      |                       |                           |                        |                       |
| Construction Permits                    | 13,727,632           | 13,860,886           | 15,298,000            | 14,250,000                | 14,558,000             | 14,558,000            |
| Other Permits                           | 321,434              | 342,858              | 347,000               | 325,000                   | 342,000                | 342,000               |
|   | 14,049,066           | 14,203,744           | 15,645,000            | 14,575,000                | 14,900,000             | 14,900,000            |
| <b>Service Charges and Fees</b>         |                      |                      |                       |                           |                        |                       |
| Inspection Fees                         | 573,453              | 648,054              | 690,000               | 610,000                   | 642,000                | 642,000               |
| Miscellaneous                           | 163,155              | 179,297              | 181,000               | 230,000                   | 196,000                | 196,000               |
|   | 736,608              | 827,351              | 871,000               | 840,000                   | 838,000                | 838,000               |
| <b>Miscellaneous Revenues</b>           |                      |                      |                       |                           |                        |                       |
| Collection of Assessment                | 1,213,904            | 1,324,306            | 1,312,000             | 1,530,000                 | 1,659,000              | 1,659,000             |
| Interest Earned                         | 589,644              | 681,567              | 579,000               | 625,000                   | 568,000                | 568,000               |
| Refunds                                 | 1,395                | 784                  | 1,000                 | 2,100                     | 2,000                  | 2,000                 |
|   | 1,804,943            | 2,006,657            | 1,892,000             | 2,157,100                 | 2,229,000              | 2,229,000             |
| <b>Total External Revenues</b>          | 16,590,617           | 17,037,752           | 18,408,000            | 17,572,100                | 17,967,000             | 17,967,000            |
| <b>Internal Revenues</b>                |                      |                      |                       |                           |                        |                       |
| <b>Other Cash Transfers</b>             |                      |                      |                       |                           |                        |                       |
| General Fund                            | 1,237,345            | 1,099,402            | 1,126,269             | 1,136,269                 | 1,144,824              | 1,144,824             |
| Housing & Community Development         | 100,016              | 100,438              | 119,255               | 96,866                    | 112,892                | 112,892               |
| Refuse Disposal Fund                    | 216,958              | 225,110              | 225,000               | 225,000                   | 223,000                | 223,000               |
| Sewage System Operating Fund            | 15,000               | 0                    | 0                     | 0                         | 0                      | 0                     |
| Transportation Operating Fund           | 0                    | 10,000               | 0                     | 0                         | 0                      | 0                     |
|   | 1,569,319            | 1,434,950            | 1,470,524             | 1,458,135                 | 1,480,716              | 1,480,716             |
| <b>Federal Grants Transfers</b>         |                      |                      |                       |                           |                        |                       |
|   | 30,948               | 5,818                | 10,000                | 5,000                     | 0                      | 0                     |
| <b>Interfund Service Reimbursements</b> |                      |                      |                       |                           |                        |                       |
| Environmental Services                  | 0                    | 0                    | 0                     | 0                         | 61,068                 | 61,068                |
| Housing & Community Development         | 414,960              | 380,136              | 455,518               | 370,000                   | 374,309                | 374,309               |
| Parks Bureau                            | 1,000                | 1,000                | 1,000                 | 1,000                     | 1,000                  | 1,000                 |
| Planning                                | 0                    | 0                    | 0                     | 35,500                    | 0                      | 0                     |
| Transportation                          | 4,641                | 3,403                | 7,500                 | 1,750                     | 7,500                  | 7,500                 |
|   | 420,601              | 384,539              | 464,018               | 408,250                   | 443,877                | 443,877               |
| <b>Total Internal Revenues</b>          | 2,020,868            | 1,825,307            | 1,944,542             | 1,871,385                 | 1,924,593              | 1,924,593             |
| <b>Beginning Fund Balance</b>           | 6,688,448            | 8,349,462            | 7,940,689             | 8,609,718                 | 7,452,173              | 7,452,173             |
| <b>TOTAL RESOURCES</b>                  | <b>\$ 25,299,933</b> | <b>\$ 27,212,521</b> | <b>\$ 28,293,231</b>  | <b>\$ 28,053,203</b>      | <b>\$ 27,343,766</b>   | <b>\$ 27,343,766</b>  |
| <b>REQUIREMENTS</b>                     |                      |                      |                       |                           |                        |                       |
| <b>Bureau Expenses</b>                  |                      |                      |                       |                           |                        |                       |
| <b>Personal Services</b>                |                      |                      |                       |                           |                        |                       |
|   | 12,371,521           | 13,184,832           | 15,687,419            | 14,825,000                | 16,724,468             | 16,801,284            |
| <b>External Materials and Service</b>   |                      |                      |                       |                           |                        |                       |
| Communications Services                 | 1,542,160            | 2,233,485            | 2,888,799             | 2,780,000                 | 2,399,334              | 2,401,934             |
| Data Processing Services                | 261,298              | 267,485              | 308,344               | 300,853                   | 316,093                | 316,093               |
| Facilities Services                     | 69,869               | 58,512               | 125,595               | 125,595                   | 130,111                | 205,309               |
| Fleet Services                          | 497,723              | 560,415              | 668,333               | 651,243                   | 1,817,909              | 1,742,711             |
| Insurance                               | 339,754              | 321,978              | 362,486               | 352,607                   | 367,227                | 367,227               |
| Printing & Distribution                 | 441,945              | 559,726              | 526,909               | 526,909                   | 545,879                | 545,879               |
| City Auditor                            | 374,746              | 354,423              | 401,447               | 400,956                   | 378,296                | 378,296               |
| Auto Port Operating                     | 119,542              | 116,103              | 122,457               | 122,457                   | 119,972                | 119,972               |
| Environmental Services                  | 144,609              | 151,975              | 0                     | 182,880                   | 0                      | 0                     |
| Finance & Administration                | 0                    | 0                    | 0                     | 0                         | 42,785                 | 42,785                |
| Parking Facilities                      | 17,340               | 18,741               | 25,593                | 20,593                    | 200,223                | 200,223               |
| Transportation                          | 0                    | 0                    | 174,720               | 0                         | 0                      | 0                     |
|   | 741                  | 35,615               | 235,907               | 235,907                   | 260,258                | 260,258               |
|   | 2,267,567            | 2,444,973            | 2,951,791             | 2,920,000                 | 4,178,753              | 4,178,753             |
| <b>Capital Outlay</b>                   |                      |                      |                       |                           |                        |                       |
|   | 22,217               | 0                    | 832,492               | 0                         | 330,527                | 330,527               |
| <b>Equipment Cash Transfers</b>         |                      |                      |                       |                           |                        |                       |
| Fleet Operating                         | 83,489               | 33,000               | 70,000                | 76,030                    | 0                      | 0                     |



|                                      | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Yr End Est.<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|--------------------------------------|----------------------|----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| Printing & Distribution              | 8,000                | 12,500               | 6,030                 | 0                         | 0                      | 0                     |
|                                      | 91,489               | 45,500               | 76,030                | 76,030                    | 0                      | 0                     |
| <b>Total Bureau Expenses</b>         | 16,294,954           | 17,908,790           | 22,436,531            | 20,601,030                | 23,633,082             | 23,712,498            |
| <b>Fund Requirements</b>             |                      |                      |                       |                           |                        |                       |
| <b>General Operating Contingency</b> |                      |                      |                       |                           |                        |                       |
| General Operating Contingency        | 0                    | 0                    | 324,037               | 0                         | 1,115,891              | 1,185,625             |
| Compensation Adjustment              | 0                    | 0                    | 577,325               | 0                         | 372,998                | 372,998               |
|                                      | 0                    | 0                    | 901,362               | 0                         | 1,488,889              | 1,558,623             |
| <b>General Fund Overhead</b>         | 655,519              | 694,020              | 687,372               | 723,704                   | 770,519                | 767,515               |
| <b>Unappropriated Ending Balance</b> |                      |                      |                       |                           |                        |                       |
| Unappropriated Ending Balance        | 8,349,460            | 8,609,711            | 4,267,966             | 6,728,469                 | 1,451,276              | 1,305,130             |
|                                      | 8,349,460            | 8,609,711            | 4,267,966             | 6,728,469                 | 1,451,276              | 1,305,130             |
| <b>Total Fund Requirements</b>       | 9,004,979            | 9,303,731            | 5,856,700             | 7,452,173                 | 3,710,684              | 3,631,268             |
| <b>TOTAL REQUIREMENTS</b>            | <b>\$ 25,299,933</b> | <b>\$ 27,212,521</b> | <b>\$ 28,293,231</b>  | <b>\$ 28,053,203</b>      | <b>\$ 27,343,766</b>   | <b>\$ 27,343,766</b>  |

## FUND OVERVIEW

### Operating Fund

The Buildings Operating Fund was established in 1988 for all revenues and expenditures of the Bureau of Buildings in its enforcement of construction code requirements and zoning, housing maintenance, nuisance, and noise control regulations. The bureau is predominately funded by construction permit fees and charges.

### Fund Contingency

The fund contingency consists of an operating contingency and a compensation set-aside. The operating contingency represents 5% of the total bureau expenditures in accordance with the bureau's reserve policy. The compensation set-aside is to fund possible FY 1999-00 cost of living adjustments, and it represents 1.1% of the bureau's personal service expenditures.



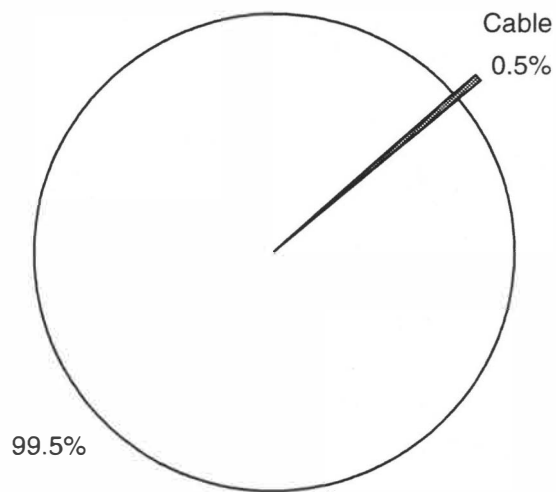
# Cable Communications and Franchise Management

Community Development Service Area

Erik Sten, Commissioner-in-Charge

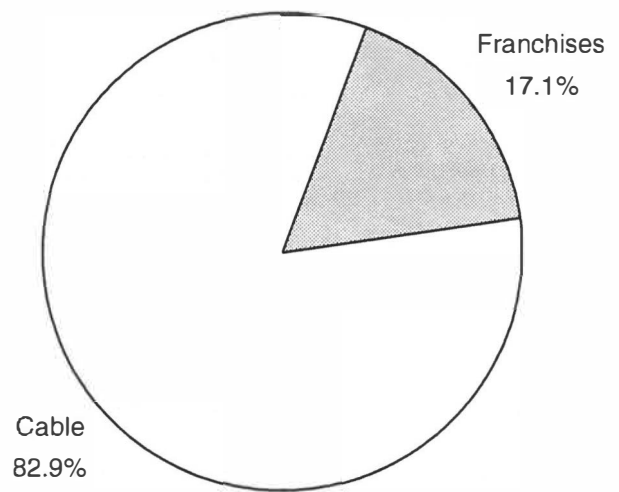
David Olsen, Director

Percent of General Fund



General Fund = \$349.4 Million

Bureau Programs



## Bureau Overview

| Expenditures in Millions                  | Revised<br>FY 1998-99 | Adopted<br>FY 1999-00 | Change from<br>Prior Year | Per Capita<br>Change |
|---|-----------------------|-----------------------|---------------------------|----------------------|
| Operating                                 | 1,586,740             | 1,717,565             | 130,825                   | 3.6%                 |
| Capital                                   | 0                     | 0                     | 0                         | 0.0%                 |
| Allocated City Overhead Costs             | 118,608               | 170,834               | 52,226                    | 37.9%                |
| <b>Total Cost with Allocated Overhead</b> | <b>\$ 1,705,348</b>   | <b>\$ 1,888,399</b>   | <b>\$ 183,051</b>         | <b>6.0%</b>          |
| Authorized Full-Time Positions            | 5                     | 6                     | 1                         | 14.9%                |

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

## Bureau Summary

### BUREAU MISSION

The Office of Cable Communications and Franchise Management's mission is to effectively negotiate and administer utility and cable communications programs, to ensure that the City of Portland and its citizens are fairly compensated for private use of the public right of way, and to regulate and advocate on matters related to cable communications for the Mt. Hood Cable Regulatory Commission, its jurisdictions and the citizens of Fairview, Gresham, Multnomah County, Portland, Troutdale, and Wood Village.

### BUREAU HIGHLIGHTS

The Office of Cable Communications and Franchise Management has two primary areas of operation: cable communications and franchise management.

#### Cable Communications

This office serves as staff to the Mt. Hood Cable Regulatory Commission (MHCRC) and works with the six jurisdictions of that commission to advocate for and protect the public interest in the regulation and development of cable communications systems and to resolve cable subscribers' concerns.

*The six jurisdictions of the MHCRC are Multnomah County, Fairview, Wood Village, Troutdale, Gresham, and Portland.*

The office enforces cable service franchises, manages community use of the cable system, and maximizes City franchise revenues. The office also provides cable consumer protection, holds down rate increases, and administers over \$1 million in grant funds. In addition, the office provides oversight of and funding for Portland Cable Access and Multnomah Community Television. These public television organizations promote broad participation in civic and cultural life by encouraging effective use and understanding of community media.

#### Franchise Management

The office negotiates and manages 30 franchises and oversees utility audits. The office is a leader in developing the City's policy and legal interests regarding the development of advanced telecommunications infrastructure by participating in appropriate federal, state and PUC proceedings. The office is developing and will implement a Telecommunications Ordinance to help protect the City's interests in right-of-way management. The office plays a significant role in monitoring and protecting City and consumer interests as a new era of competition and de-regulation of the energy and telecommunications industries begins.

#### Revenues

Revenues have increased steadily from both cable and utility franchises, and are projected to exceed \$43 million in FY 1999-00. The office continues to identify potential new revenue sources that arise from the City's franchising authority and to collect and monitor existing franchise revenues. About 0.1% of the revenues that this office administers are allocated to its operating budget.

#### 1999-00 Objectives

The short-term objectives of the office include the following:

- ◆ Oversee the upgrade of the Paragon and TCI Cablevision (TCI) cable systems and construction of the community institutional network.
- ◆ Negotiate franchises with IXC, Level 3 Communications, AT&T, Pacific Telecom, Union Pacific Railroad (RR), and Air Liquide.
- ◆ Establish a franchise compliance program and conduct financial review of telecommunications franchises.

- ◆ Defend City franchise and utility revenues (over \$43 million in General Fund revenue) and advocate for local government's role in receiving fair compensation for and managing the right-of-way.
- ◆ Complete and implement the Telecommunications Ordinance.

**Ongoing Objectives**

The ongoing objectives of the office include the following:

- ◆ Administer 30 utility, telecommunication, pipeline, railroad and cable franchises/contracts, oversee audits and collect and monitor revenues from existing franchises.
- ◆ Monitor and advocate for the fiscal and legal interest of the City of Portland and the MHCRC jurisdictions on the utility and cable-related issues at the PUC, the State Legislature, the Federal Communications Commission (FCC), and Congress.
- ◆ Promote development of City fibers and institutional cable communications systems required under various franchises.
- ◆ Oversee access services including Portland Cable Access (Citywide), Multnomah Community Television, Portland Public Schools and Portland Community College. Administer three dedicated funds for cable access and institutional capital.
- ◆ Conduct the annual rate regulation proceedings, enforce the Commission's customer service standards including recording and responding to cable subscriber complaints, and issue quarterly reports.
- ◆ Provide general information on cable issues to City Council, other City agencies, other jurisdictions, and the general public.
- ◆ Continue to build responsive and effective relationships with the jurisdictions participating on the intergovernmental Mt. Hood Cable Regulatory Commission.

## General Description

### BUREAU OVERVIEW

#### Organizational Description

The Office of Cable Communications and Franchise Management manages the telecommunications, utility, and other franchises that utilize the public right-of-way. The office manages the Cable Fund, which handles the revenues and expenditures of the MHCRC. The City of Portland is the majority member of the six jurisdictions that form the MHCRC.

The Office of Cable Communications and Franchise Management has two primary areas of operation: cable communications and franchise management. The Cable Communications Program serves as staff to the MHCRC which protects the public interest in the regulation and development of cable communications. The Franchise Management Program of the bureau negotiates and administers utility and telecommunications franchises or the City of Portland.

#### Funding

The Office of Cable Communications and Franchise Management is primarily supported by the General Fund. However, the office also receives significant funding from the Cable Fund as reimbursement for the office's support of the MHCRC. Currently, the MHCRC funds the equivalent of three and one-half staff positions, plus related materials and services, overhead and capital. This represents just over one-half of the office's total personnel.

### MAJOR ISSUES

#### Provider Changes

Two transactions will continue to provide legal, administrative, and customer service challenges for the MHCRC. The first is the buy-out of Paragon Cable in these jurisdictions by TCI. The second is the merger of TCI and AT&T.

#### I-Net

The Institutional Network (I-Net) is a system upgrade that will enhance educational networks. MHCRC is monitoring the cable system upgrade to ensure that I-Net operations are enhanced.

### RECENT TRENDS

#### New Technology

As technology advances, the legal jurisdiction regarding the right-of-way and the new technology is continuously being redefined. The office has developed and will implement a new telecommunications ordinance that serves to clarify the implications for local governments and franchise fees related to some new technologies.

### CHANGES FROM PRIOR YEAR

#### Revenues

Revenues have increased steadily from both cable and utility franchises. This growth is partially due to population growth which results in growth in the number of customers served. It is also partially due to growth in technology which enable more geographic areas to receive services and more services to be provided. Revenues in FY 1999-00 are expected to be \$44 million, which is 10% higher than the \$40 million in the Adopted Budget for FY 1998-99. The office continues to identify potential new revenue sources that arise from the City's franchising authority.

**New Position**

The Council has authorized a new Program Manager position for the office. Twenty five percent of this position will be assisting the Utility Franchise Management Program. This position will assist in new and backlogged workload especially in administering the revenue generating efficiency, assisting with new franchise negotiations, and performing compliance review on utility franchises.

## Strategic Direction

### MANAGEMENT GOALS & OBJECTIVES

#### **Long-Term Goals      To Provide Cutting Edge Utility, Cable and Telecommunications Franchise Regulation**

The office has developed the following strategies to accomplish this goal:

- ◆ To address and enforce franchise issues and requirements in a timely manner.
- ◆ To manage franchise regulation so that it fosters competition, creates the least negative impact on public streets and infrastructure, protects the public interest and generates revenue for the city.

#### **To Maximize Resources Available Through the Franchises to Create Accessible Communication Networks for the Community**

The office has developed the following strategies to accomplish this goal:

- ◆ To facilitate the most effective utilization of telecommunications network capabilities to the City.
- ◆ To develop and facilitate use of City-specific franchise benefits, such as fiber optic connections and duct set-asides.

#### **To Provide Leadership and Advocacy in Telecommunications**

The office has developed the following strategies to accomplish this goal:

- ◆ Advocate for and defend local government authority, management and control of public rights or way.
- ◆ To participate in and encourage advocacy efforts for Oregon and federal legislative and agency proceedings on behalf of our jurisdictions' and citizens' interests.
- ◆ To develop City of Portland and statewide policies and processes that respond appropriately to changes in the telecommunications marketplace and applicable law.
- ◆ To support the City's technology strategic planning efforts.

#### **Objectives for FY 1999-00**

The following short-term objectives support the goal of maximizing resources:

- ◆ Negotiate franchise agreements with Union Pacific RR and pipeline, Nextlink, Williams Communications Co., IXE, Level 3 Communications, AT & T, Pacific Telecom, and Air Liquide.
- ◆ Administer 30 utility, telecommunication, pipeline, railroad and cable franchises/ contracts, oversee audits, and collect and monitor revenues from existing franchises.
- ◆ Establish a franchise compliance program and conduct financial review of telecommunications franchises.



The following short-term objective supports the goal of being an advocate for local governments:

- ◆ Defend fiscal and legal interests of the City of Portland (representing nearly \$44 million in General Fund revenues) on the utility franchise issues at the PUC, the State Legislature, the FCC, and Congress.

The following short-term objectives support the goal of providing cutting edge franchise regulation:

- ◆ Promote development of City fibers and institutional cable communications systems required under various franchises.
- ◆ Complete and implement the Telecommunications Ordinance.

## **COUNCIL PRIORITIES**

### **Council Issues and Priorities**

#### **Maintain a Financially Stable City**

The office continues to generate and protect General Fund revenues. It continues to participate in federal, State and PUB proceedings and provide leadership in the City's legal interest regarding the development of advanced telecommunications infrastructure. The office also continues to negotiate, manage, and ensure compliance with franchise agreements.

#### **Keep the Central City Vital**

The office ensures that telephone booths are available to serve the public in the central City. The office also cooperates with the Bureau of Police to monitor and implement procedures to resolve telephone related complaints.

## Overview of Programs

### **CABLE COMMUNICATIONS**

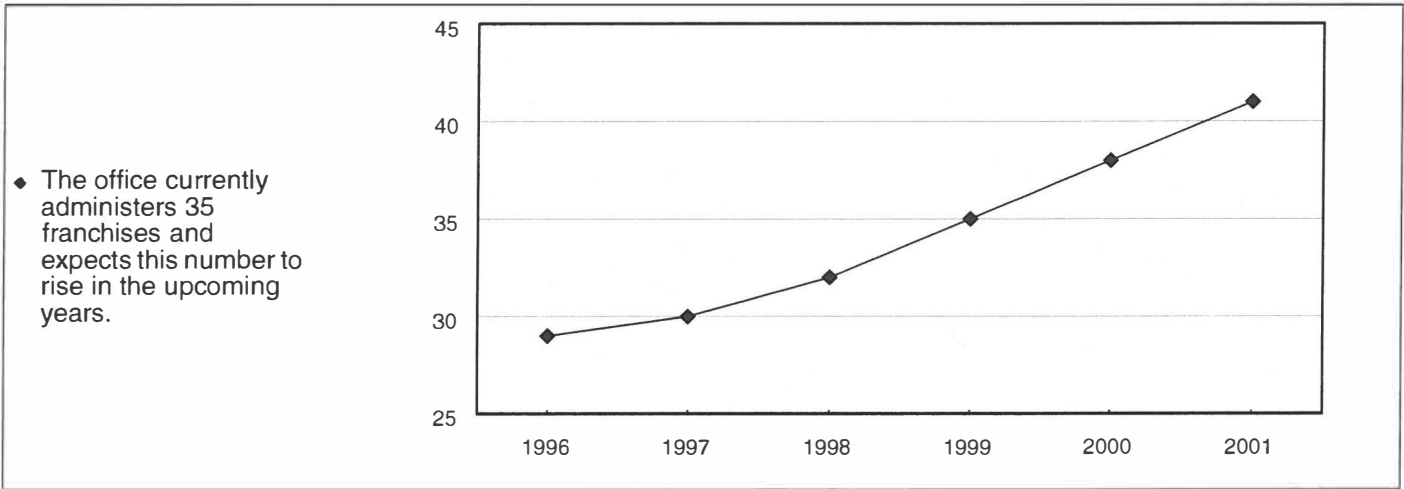
This program represents the MHCRC. The function of the MHCRC is to protect the public interest in the regulation and development of cable communications. The details of this program are described in the MHCRC bureau section of the budget document.

### **UTILITY FRANCHISES**

The program negotiates and manages utility and telecommunications (other than cable) franchises. It also oversees utility audits. The program leads development of the City's policy and legal interests regarding the development of advanced telecommunications infrastructure by participating in appropriate federal, state and PUC proceedings. The program monitors and protects City and consumer interests as a new era of competition and de-regulation of the energy and telecommunications industries begins.

## Performance Measures

**Franchises Administered**



# Cable Communications and Franchise Management AU 300

## PERFORMANCE MEASURES

|                                 | Actual<br>FY 1995-96 | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Yr End Est.<br>FY 1998-99 | Target<br>FY 1999-00 | Target<br>FY 2000-01 |
|---------------------------------|----------------------|----------------------|----------------------|---------------------------|----------------------|----------------------|
| <b>Utility Franchises</b>       |                      |                      |                      |                           |                      |                      |
| <b>Workload</b>                 |                      |                      |                      |                           |                      |                      |
| Franchises Administered         | 29                   | 30                   | 32                   | 35                        | 38                   | 41                   |
| <b>Effectiveness</b>            |                      |                      |                      |                           |                      |                      |
| General Fund Revenues Generated | \$39,018,555         | \$39,440,881         | \$40,031,662         | \$43,216,607              | \$43,929,751         | \$45,000,000         |

|   | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>EXPENDITURES</b>   |                      |                      |                       |                        |                       |
| <b>Operating Budget</b>   |                      |                      |                       |                        |                       |
| Personal Services   | 366,719              | 386,824              | 402,810               | 472,409                | 472,409               |
| External Materials and Service  | 655,279              | 869,032              | 768,003               | 758,155                | 793,155               |
| Internal Materials and Service  | 465,740              | 396,219              | 415,927               | 452,001                | 452,001               |
| Minor Capital Outlay  | 0                    | 0                    | 0                     | 0                      | 0                     |
| Equipment Cash Transfers  | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>Total Operating Budget</b>   | 1,487,738            | 1,652,075            | 1,586,740             | 1,682,565              | 1,717,565             |
| Capital Improvements  | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>TOTAL BUREAU EXPENDITURES</b>  | <b>\$ 1,487,738</b>  | <b>\$ 1,652,075</b>  | <b>\$ 1,586,740</b>   | <b>\$ 1,682,565</b>    | <b>\$ 1,717,565</b>   |
| Allocated Overhead Costs  |                      |                      | 118,608               | 166,065                | 170,834               |
| <b>Total Cost with Allocated Overhead</b>   |                      |                      | 1,705,348             | 1,848,630              | 1,888,399             |
| <b>Authorized Full-Time Positions</b>   |                      |                      |                       |                        |                       |
| General Fund Discretionary  | 5                    | 5                    | 6                     | 6                      | 6                     |
| <b>TOTAL POSITIONS</b>  | <b>5</b>             | <b>5</b>             | <b>6</b>              | <b>6</b>               | <b>6</b>              |
| <b>RESOURCES</b>  |                      |                      |                       |                        |                       |
| Discretionary General Fund  |                      | 1,421,738            | 1,346,691             | 1,416,505              | 1,451,505             |
| <b>Non-Discretionary Revenues</b>   |                      |                      |                       |                        |                       |
| Grants & Donations  |                      | 0                    | 0                     | 0                      | 0                     |
| Contract Revenues   |                      | 0                    | 0                     | 0                      | 0                     |
| Interagency Revenues  |                      | 230,337              | 240,049               | 266,060                | 266,060               |
| Bureau Program Revenues   |                      | 0                    | 0                     | 0                      | 0                     |
| Overhead Revenues   |                      | 0                    | 0                     | 0                      | 0                     |
| <b>Total Non-Discretionary Revenues</b>   |                      | 230,337              | 240,049               | 266,060                | 266,060               |
| <b>TOTAL GENERAL FUND RESOURCES</b>   |                      | <b>\$ 1,652,075</b>  | <b>\$ 1,586,740</b>   | <b>\$ 1,682,565</b>    | <b>\$ 1,717,565</b>   |
| Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.         |                      |                      |                       |                        |                       |
| Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue. |                      |                      |                       |                        |                       |
| <b>PROGRAMS</b>   |                      |                      |                       |                        |                       |
| Cable Communications  |                      | 1,431,733            | 1,347,260             | 1,423,402              | 1,423,402             |
| <i>Positions</i>  |                      | 3                    | 3                     | 3                      | 3                     |
| Utility Franchises  |                      | 220,342              | 239,480               | 259,163                | 294,163               |
| <i>Positions</i>  |                      | 2                    | 3                     | 3                      | 3                     |
| <b>TOTAL PROGRAMS</b>   |                      | <b>\$ 1,652,075</b>  | <b>\$ 1,586,740</b>   | <b>\$ 1,682,565</b>    | <b>\$ 1,717,565</b>   |
| <i>Positions</i>  |                      | 5                    | 6                     | 6                      | 6                     |

## Cable Communications and Franchise Management AU 300

## LINE ITEM DETAIL

|   | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>Personnel Services</b>                   |                      |                      |                       |                        |                       |
| 511000 Full-Time Employees                  | 213,773              | 217,156              | 294,192               | 342,584                | 342,584               |
| 512000 Part-Time Employees                  | 7,120                | 11,592               | 0                     | 0                      | 0                     |
| 514000 Overtime                             | 569                  | 1,868                | 900                   | 900                    | 900                   |
| 517000 Benefits                             | 100,055              | 107,264              | 107,718               | 128,925                | 128,925               |
| 518000 Paid Absence                         | 45,202               | 48,944               | 0                     | 0                      | 0                     |
| <b>Total Personnel Services</b>             | <b>366,719</b>       | <b>386,824</b>       | <b>402,810</b>        | <b>472,409</b>         | <b>472,409</b>        |
| <b>Materials and Services</b>               |                      |                      |                       |                        |                       |
| <b>External Materials and Service</b>       |                      |                      |                       |                        |                       |
| 521000 Professional Services                | 645,521              | 853,602              | 757,294               | 742,923                | 777,923               |
| 522000 Utilities                            | 0                    | 0                    | 0                     | 0                      | 0                     |
| 523000 Equipment Rental                     | 0                    | 0                    | 0                     | 0                      | 0                     |
| 524000 Repair & Maintenance Services        | 768                  | 259                  | 2,100                 | 2,000                  | 2,000                 |
| 525000 Non-Capital Improvement              | 0                    | 0                    | 0                     | 0                      | 0                     |
| 528000 Local Match Payments                 | 0                    | 0                    | 0                     | 0                      | 0                     |
| 529000 Miscellaneous Services               | 1,396                | 1,184                | 1,000                 | 1,400                  | 1,400                 |
| 531000 Office Supplies                      | 1,131                | 293                  | 1,100                 | 2,200                  | 2,200                 |
| 532000 Operating Supplies                   | 3,595                | 3,250                | 1,400                 | 3,000                  | 3,000                 |
| 533000 Repair & Maintenance Supplies        | 0                    | 0                    | 0                     | 0                      | 0                     |
| 534000 Minor Equipment & Tools              | 0                    | 0                    | 0                     | 0                      | 0                     |
| 535000 Clothing & Uniforms                  | 0                    | 0                    | 0                     | 0                      | 0                     |
| 539000 Other Commodities External           | 0                    | 0                    | 0                     | 0                      | 0                     |
| 541000 Education                            | 1,904                | 5,247                | 1,100                 | 2,400                  | 2,400                 |
| 542000 Local Travel                         | 317                  | 0                    | 1,400                 | 1,200                  | 1,200                 |
| 543000 Out-of-Town Travel                   | 0                    | 4,545                | 1,650                 | 1,800                  | 1,800                 |
| 544000 Space Rental                         | 0                    | 0                    | 0                     | 0                      | 0                     |
| 545000 Interest                             | 0                    | 0                    | 0                     | 0                      | 0                     |
| 546000 Refunds                              | 0                    | 0                    | 0                     | 0                      | 0                     |
| 547000 Retirement System Payments           | 0                    | 0                    | 0                     | 0                      | 0                     |
| 549000 Miscellaneous                        | 647                  | 652                  | 959                   | 1,232                  | 1,232                 |
| <b>Total External Materials and Service</b> | <b>655,279</b>       | <b>869,032</b>       | <b>768,003</b>        | <b>758,155</b>         | <b>793,155</b>        |
| <b>Internal Materials and Service</b>       |                      |                      |                       |                        |                       |
| 551000 Fleet Services                       | 971                  | 116                  | 623                   | 518                    | 518                   |
| 552000 Printing & Distribution              | 1,101                | 870                  | 1,113                 | 2,558                  | 2,558                 |
| 553000 Facilities Services                  | 11,450               | 10,845               | 10,158                | 11,538                 | 11,283                |
| 554000 Communications Services              | 2,418                | 31,631               | 2,148                 | 4,583                  | 4,583                 |
| 555000 Data Processing Services             | 2,555                | 1,660                | 2,733                 | 3,034                  | 3,289                 |
| 556000 Insurance                            | 3,678                | 3,302                | 3,235                 | 3,351                  | 3,351                 |
| 557000 Master Lease                         | 0                    | 0                    | 0                     | 0                      | 0                     |
| 558000 Same Fund Services                   | 0                    | 0                    | 0                     | 0                      | 0                     |
| 559000 Other Fund Services                  | 443,567              | 347,795              | 395,917               | 426,419                | 426,419               |
| <b>Total Internal Materials and Service</b> | <b>465,740</b>       | <b>396,219</b>       | <b>415,927</b>        | <b>452,001</b>         | <b>452,001</b>        |
| <b>Total Materials and Services</b>         | <b>1,121,019</b>     | <b>1,265,251</b>     | <b>1,183,930</b>      | <b>1,210,156</b>       | <b>1,245,156</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                     |
| 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>\$ 1,487,738</b>  | <b>\$ 1,652,075</b>  | <b>\$ 1,586,740</b>   | <b>\$ 1,682,565</b>    | <b>\$ 1,717,565</b>   |

# Cable Communications and Franchise Management AU 300

## FULL-TIME POSITIONS

| Class                            | Title                           | Actual<br>FY 1997 | Actual<br>FY 1998 | Revised<br>FY 1998-99 |                   | Approved<br>FY 1999-00 |                   | Adopted<br>FY 1999-00 |                   |
|----------------------------------|---------------------------------|-------------------|-------------------|-----------------------|-------------------|------------------------|-------------------|-----------------------|-------------------|
|                                  |                                 | No.               | No.               | No.                   | Amount            | No.                    | Amount            | No.                   | Amount            |
| 926                              | Administrative Services Manager | 1                 | 1                 | 1                     | 87,562            | 1                      | 87,562            | 1                     | 87,562            |
| 827                              | Financial Analyst               | 1                 | 1                 | 1                     | 76,592            | 1                      | 76,592            | 1                     | 76,592            |
| 979                              | Franchise & Cable Comm Director | 1                 | 1                 | 1                     | 111,350           | 1                      | 111,350           | 1                     | 111,350           |
| 245                              | Hearings Clerk                  | 1                 | 1                 | 1                     | 60,712            | 1                      | 60,712            | 1                     | 60,712            |
| 966                              | Program Coordinator             | 1                 | 1                 | 1                     | 64,560            | 1                      | 64,560            | 1                     | 64,560            |
| 968                              | Program Manager I               | 0                 | 0                 | 1                     | 79,807            | 1                      | 79,807            | 1                     | 79,807            |
| <b>TOTAL FULL-TIME POSITIONS</b> |                                 | <b>5</b>          | <b>5</b>          | <b>6</b>              | <b>\$ 480,583</b> | <b>6</b>               | <b>\$ 480,583</b> | <b>6</b>              | <b>\$ 480,583</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       |            |   |
|   | 1,610,174 | 0        | 1,610,174           | 5.0        | FY 1999-00 Current Service Level Estimate |
| <b>CSL Estimate Adjustments</b>                 |           |          |                     |            | None                                      |
| <b>Mayor's Proposed Budget Decisions</b>        |           |          |                     |            |   |
|   | 71,366    | 0        | 71,366              | 1.0        | New Program Manager Position              |
|   | 255       | 0        | 255                 | 0.0        | Backbone                                  |
|   | 164       | 0        | 164                 | 0.0        | Childcare Facilities                      |
|   | 606       | 0        | 606                 | 0.0        | Information Technology                    |
| <b>Approved Budget Additions and Reductions</b> |           |          |                     |            | None                                      |
| <b>Adopted Budget Additions and Reductions</b>  |           |          |                     |            |   |
|   | (255)     | 0        | (255)               | 0.0        | Backbone                                  |
|   | 255       | 0        | 255                 | 0.0        | Information Technology                    |
|   | 0         | 35,000   | 35,000              | 0.0        | Carryover                                 |
|   | 72,391    | 35,000   | 107,391             | 1.0        | Total FY 1999-00 Decision Packages        |
|   |           |          | <b>\$ 1,717,565</b> | <b>6.0</b> | Total Adopted Budget                      |
| <b>FY1999-00 Decision Packages Not Funded</b>   |           |          |                     |            | None                                      |
|   |           |          | <b>\$ 0</b>         | <b>0.0</b> | Total Decision Packages Not Funded        |



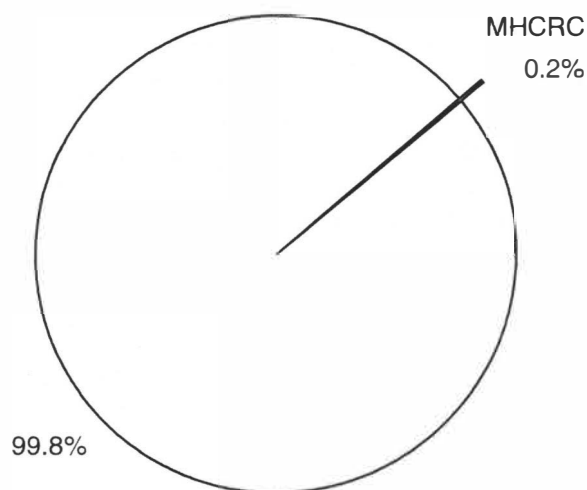
# Mt. Hood Cable Regulatory Commission

Community Development Service Area

Erik Sten, Commissioner-in-Charge

David Olsen, Director

Percent of City Budget



City Budget = \$1.29 Billion

## Bureau Overview

| Expenditures in Millions                  | Revised<br>FY 1998-99 | Adopted<br>FY 1999-00 | Change from<br>Prior Year | Per Capita<br>Change |
|---|-----------------------|-----------------------|---------------------------|----------------------|
| Operating                                 | 2,546,072             | 2,850,600             | 304,528                   | 7.2%                 |
| Capital                                   | 0                     | 0                     | 0                         | 0.0%                 |
| Allocated City Overhead Costs             | 19,432                | 14,882                | (4,550)                   | -26.7%               |
| <b>Total Cost with Allocated Overhead</b> | <b>\$ 2,565,504</b>   | <b>\$ 2,865,482</b>   | <b>\$ 299,978</b>         | <b>6.9%</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 HIGHLIGHTS

#### Purpose

*The six jurisdictions of the MHCRC are Multnomah County, Fairview, Wood Village, Troutdale, Gresham, and Portland.*

The Mt. Hood Cable Regulatory Commission (MHCRC) was formed by Multnomah County and the cities of Fairview, Gresham, Portland, Troutdale, and Wood Village for the following purposes:

- ◆ Advocating for and protecting the public interest in the regulation and development of cable communications systems.
- ◆ Monitoring and helping resolve cable subscribers' concerns.
- ◆ Participating in the planning and implementation of community uses of cable communications technologies which make use of the public right of way.

#### Grant Funds

In its franchise negotiations, the MHCRC has obtained funding for capital grants from the revenues of the cable companies. In FY 1999-00, this funding equates to 3% of cable company revenues, more than \$2 million. These revenues are intended to support capital projects that enhance the cable and communications systems of public, educational, and governmental entities. As a result, these funds are referred to the PEG (public, education, government) grants. There are three grant recipients: the cable companies themselves, public access organizations, and the MHCRC grant process.

#### Cable Company Capital

Cable companies retain approximately one-third of the grant revenues for their own PEG related capital projects in the MHCRC jurisdictions.

#### Public Access Organizations

The public access organizations, MCTV and PCA, receive approximately one-third of the grant funds for their PEG related capital projects. Public access organizations provide community and non-profits access to broadcasting over the public cable channels.

#### MHCRC Grant Process

*The MHCRC will administer nearly \$800,000 in grants.*

Approximately one-third of the grant funds is managed by the MHCRC, which allocates funding to regional PEG organizations that request support for cable and related capital projects. As the size of the funds available to the MHCRC has increased dramatically in recent years, the MHCRC has recently designed a formal process for application, evaluation, and award of capital grants. In FY 1999-00, the MHCRC plans to administer nearly \$800,000 in grants.

# General Description

## BUREAU OVERVIEW

### Organizational Description

The MHCRC was formed by Multnomah County and the cities of Fairview, Gresham, Portland, Troutdale, and Wood Village. The City of Portland provides staff and support services to the commission through a intergovernmental services agreement.

Each of the commission member jurisdictions appoints citizen representatives to the commission. The commission was formed for the following purposes:

- ◆ Advocating for and protecting the public interest in the regulation and development of cable communications systems.
- ◆ Monitoring and helping resolve cable subscribers' concerns.
- ◆ Participating in the planning and implementation of community uses of cable communication technologies which make use of the public right of way.

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### Revenues

Each of the member jurisdictions provides a portion of its franchise fees from cable service providers to fund the commission. The City of Portland is the largest member of the commission and consequently provides the majority of the funding to the commission.

## General Fund

The General Fund provides its membership contribution to the MHCRC through a cash transfer from the General Fund to the Cable Fund. The MHCRC provides its reimbursement for administrative support to the General Fund through a cash transfer from the Cable Fund to the General Fund.

## MAJOR ISSUES

The MHCRC faces the same issues identified by the Office of Cable Communications and Franchise Management in its major issues section of the budget document.

## CHANGES FROM PRIOR YEAR

In FY1999-00, the commission will continue to provide high quality services efficiently and effectively, including utilizing interest on the grant funds to administer the Community Access Capital Grant Program.

## New Position

The MRCRC will fund 60% of the new position added to the Office of Cable Communications and Franchise Management. This new position will provide the following services to the MHCRC:

- ◆ Administer the Grant Program.
- ◆ Oversee the upgrade of the cable system and construction of I-Net.

## Revenues

Regionally, cable franchise fees revenues are projected to increase 3% over the revised current year revenue forecast.

## Efficiencies

The commission is using new tools and methods to reduce its costs:

- ◆ Using a World-Wide Web Page to distribute information and receive complaints.
- ◆ Relying more on commissioners for liaison with access organizations.
- ◆ Utilizing more internal/jurisdictional in house employees for technical expertise in place of using consultants.
- ◆ Receiving on-line publications instead of costly print subscriptions.

## PEG Fund

*The MHCRC will be administering nearly \$800,000 in PEG grants.*

The PEG Fund, as described in the overview section of this document, supports certain regional communications capital projects. A re-newed franchise agreement with TCI in FY 1998-99 has provided significant additional funding for this fund. In FY 1999-00 the expected funding is \$800,000, which is substantially increased from the \$300,000 funding in FY 1998-99.

# Strategic Direction

## MANAGEMENT GOALS & OBJECTIVES

### Long-Term Goals      **Effectively Administer Cable Television Franchise Agreements to Serve Member Jurisdictions**

The supporting strategies are as follows:

- ◆ Conduct effective cable rate regulation which meets the spirit and intent of federal legislation and Federal Communications Commission (FCC) rules.
- ◆ Identify and address franchise compliance issues in response to and, when possible, prior to cable company actions.
- ◆ Provide consumer protection for citizens and subscribers in cable television matters by helping to resolve complaints, enforcing customer service standards and addressing other consumer-related franchise compliance issues.
- ◆ Continue to analyze changes in technology and the mergers of telecommunications and cable companies in order to inform the jurisdictions and other stakeholders about how those changes may affect consumers and the local public benefits of the franchise agreements.
- ◆ Monitor cable companies action to address Y2K issues that could impact the technical performance of the cable system, the I-Net, customer service and revenues.
- ◆ Conduct franchise fee and PEG fee financial review to ensure full payment from cable companies.

### **Ensure Access to and Use of Current and New Services Available Through the Cable System Technology by Citizens, Local Governments and Community Institutions**

The supporting strategies are as follows:

- ◆ Conduct and evaluate grant-making process to allocate capital funds under the Paragon and TCI franchise agreements dedicated for the development of public, educational and governmental uses of the cable system technology in a way which ensures that the funds are distributed in accordance with the grant purpose and criteria.
- ◆ Monitor projects which have received grant funding to ensure compliance with the project goals and objectives and accountability for grant funds.
- ◆ Oversee TCI cable system upgrades in a way which ensures that the upgraded Institutional Network serves local governments, schools, libraries, Oregon Ed-Net, and designated access providers.
- ◆ Develop and implement marketing and management plan for the Institutional Network (I-Net).
- ◆ Monitor the cable companies' and access providers' transitions to digital video transmission to ensure that the new delivery technology meets the spirit and intent of the public benefits contained in the franchises.
- ◆ Collaborate with organizations, at the federal, state and local levels, to advocate for the community's access to cable system technology.

**Communicate, Educate and Respond in a Timely and Accurate Manner to MHCRC's Jurisdictions, Cable Subscribers and the General Public Regarding Communications Technology Policy and Regulatory Issues**

The supporting strategies are as follows:

- ◆ Communicate in a way which supports the following priority criteria:
  - ❖ Jurisdiction officials and key jurisdiction staff are informed about communications technology policy and regulatory issues and understand what is at stake; and
  - ❖ Interested stakeholders view the commission as an important source of information.
- ◆ Support member jurisdictions in implementing FCC rules and federal laws related to cable and telecommunications.

**Advocate for Continued Local Authority Regarding Cable Franchises and Use of the Public Rights of Way by Communication Providers**

The supporting strategies are as follows:

- ◆ Continue cross-jurisdictional collaborations for information-sharing and coordinated strategies to prepare for anticipated 2001 legislative activity.
- ◆ Partner with other area regulatory commissions on issues of common concern in light of having one cable services company which serves multiple jurisdictions contiguous to the MHCRC's service area.
- ◆ Continue to participate in national issues that impact the local communities.

**Operate the Cable Regulatory Office and the Commission Efficiently and Effectively**

The supporting strategies are as follows:

- ◆ Fulfill Intergovernmental Agreement and Rules of Procedure administrative responsibilities.
- ◆ Plan and conduct commission meetings in a way which respects the volunteer nature of commission positions and keeps Commissioners informed about telecommunications issues.
- ◆ Continue annual strategic planning and evaluation.
- ◆ Ensure that technology meets the spirit and intent of the public benefits contained in the franchises.
- ◆ Manage access provider contracts with and allocate capital funds for Portland Cable Access and Multnomah Community Television.

**Objectives for FY  
1999-00**

The following short-term objectives support the goals of effective administration and of operational efficiency and effectiveness:

- ◆ Negotiate franchise agreements with Union Pacific RR and pipeline, Nextlink, Williams Communications Co., IXE, Level 3 Communications, AT & T, Pacific Telecom, and Air Liquide.
- ◆ Administer 30 utility, telecommunication, pipeline, railroad and cable franchises/contracts, oversee audits, and collect and monitor revenues from existing franchises.
- ◆ Establish a franchise compliance program and conduct financial review of telecommunications franchises.

The following short-term objectives support the goal of being an advocate for local governments:

- ◆ Defend City franchise and utility revenues (over \$43 million in General Fund revenue) and advocate for local government's role in receiving fair compensation for and managing the right-of-way.
- ◆ Monitor and advocate for the fiscal and legal interest of the City of Portland on the utility franchise issues at the PUC, the State Legislature, the FCC, and Congress.

The following short-term objectives support the goal of providing advanced cable system technology:

- ◆ Promote development of City fibers and institutional cable communications systems required under various franchises.
- ◆ Oversee the upgrade of Paragon Cable System.
- ◆ Complete and implement the Telecommunications Ordinance.

## **COUNCIL PRIORITIES**

### **Council Issues and Priorities**

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

MHCRC supports the public school system by providing PEG grants for acquiring capital equipment to enhance communication networks and educational media. In addition, the MHCRC enhances educational networks by enforcing the upgrade of the Institutional Network (I-Net) by the cable companies.

#### **Promote Economic Vitality and Access to Quality Jobs for All**

Through its support of the public access organizations and the public cable channels, the MHCRC provides public access to information related to employment, assistance programs, and other opportunities.

#### **Maintain a Financially Stable City**

In concert with the Office of Cable Communications and Franchise Services, the MHCRC continues to pursue and defend the franchise fee revenues of the City of Portland. The MHCRC monitors and administers changes in the cable industry.

#### **Promote the Inclusion of Under-Represented Neighborhoods and Groups in Participation in City Activities and Services**

The public access organizations and public access cable channels that the MHCRC supports provide the opportunity for under-represented neighborhoods and groups to view the proceedings of many City meetings and to advertise their views, opinions, and activities to the public.

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

The MHCRC is an example effective regional partnering between the City of Portland with five neighboring regions for the purpose of managing regional cable operations. The MHCRC ensures that regional cable subscribers receive a high level of customer service from their cable companies.

## Overview of Programs

### **MHCRC**

This program, bearing the same name as the MHCRC organization of which it is a part, administers cable franchises on behalf of Portland, Fairview, Gresham, Troutdale, Wood Village, and Multnomah County. The MHCRC enforces cable franchises and provides consumer protection. In addition, it ensures that regional residents receive state of the art technology in their cable systems, and it monitors franchisees and recent legislation in order to maximize cable revenues.

### **COMMUNITY ACCESS CAPITAL**

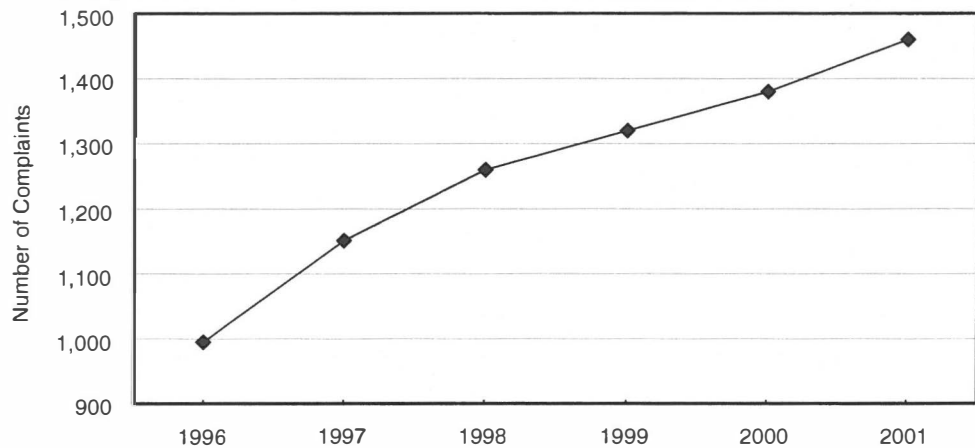
This program administers public access to cable. It provides oversight of and funding for Portland Cable Access (PCA) and Multnomah Community Television (MCTV). These public access organizations promote broad participation in civic and cultural life by encouraging effective use and understanding of community media. This program also manages the portion of grant funding that is dedicated to public access organizations.



## Performance Measures

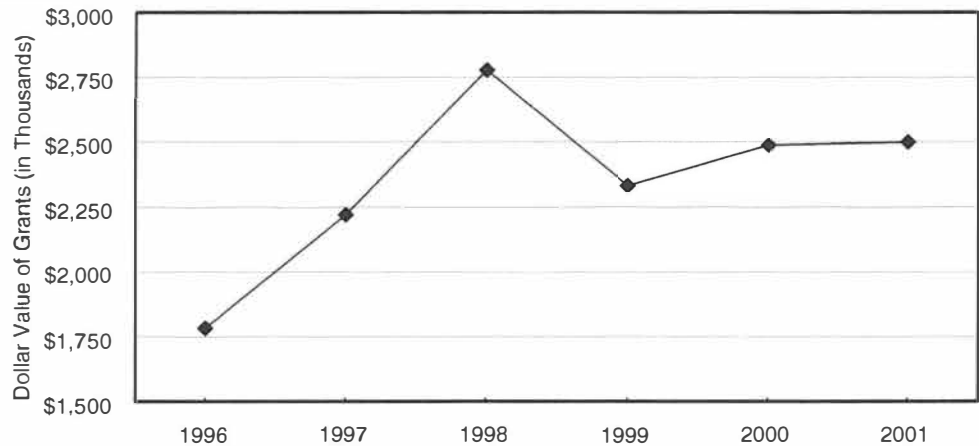
### Cable Complaints Handled

- ◆ The commission is responsible for handling cable subscribers complaints.
- ◆ The turn around time for responding to over 90% of complaints is two days.



### PEG Grants Administered

- ◆ PCA and MCTV promote broad participation in civic and cultural life by encouraging effective use of community TV.
- ◆ The PEG fund provides funding to non-profit, educational, community, and local government organizations to acquire capital equipment for programs with public benefit.



**Mt. Hood Cable Regulatory Commission AU 304****PERFORMANCE MEASURES**

|                                 | Actual<br>FY 1995-96 | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Yr End Est.<br>FY 1998-99 | Target<br>FY 1999-00 | Target<br>FY 2000-01 |
|---------------------------------|----------------------|----------------------|----------------------|---------------------------|----------------------|----------------------|
| <b>Community Access Capital</b> |                      |                      |                      |                           |                      |                      |
| <b>Workload</b>                 |                      |                      |                      |                           |                      |                      |
| PEG Grants                      | \$1,784,365          | \$2,220,872          | \$2,776,801          | \$2,331,787               | \$2,488,275          | \$2,500,000          |
| <b>MHCRC</b>                    |                      |                      |                      |                           |                      |                      |
| <b>Workload</b>                 |                      |                      |                      |                           |                      |                      |
| Cable Complaints Handled        | 995                  | 1,151                | 1,260                | 1,320                     | 1,380                | 1,460                |

# Mt. Hood Cable Regulatory Commission AU 304

## SUMMARY OF BUREAU BUDGET

|   | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>EXPENDITURES</b>   |                      |                      |                       |                        |                       |
| <b>Operating Budget</b>   |                      |                      |                       |                        |                       |
| Personal Services   | 0                    | 0                    | 0                     | 0                      | 0                     |
| External Materials and Service  | 2,141,574            | 2,617,123            | 2,259,220             | 2,533,575              | 2,533,575             |
| Internal Materials and Service  | 277,963              | 304,116              | 286,852               | 317,025                | 317,025               |
| Minor Capital Outlay  | 0                    | 0                    | 0                     | 0                      | 0                     |
| Equipment Cash Transfers  | 45,000               | 0                    | 0                     | 0                      | 0                     |
| <b>Total Operating Budget</b>   | 2,464,537            | 2,921,239            | 2,546,072             | 2,850,600              | 2,850,600             |
| Capital Improvements  | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>TOTAL BUREAU EXPENDITURES</b>  | <b>\$ 2,464,537</b>  | <b>\$ 2,921,239</b>  | <b>\$ 2,546,072</b>   | <b>\$ 2,850,600</b>    | <b>\$ 2,850,600</b>   |
| Allocated Overhead Costs  |                      |                      | 19,432                | 15,636                 | 14,882                |
| <b>Total Cost with Allocated Overhead</b>   |                      |                      | 2,565,504             | 2,866,236              | 2,865,482             |
| <b>Authorized Full-Time Positions</b>   |                      |                      |                       |                        |                       |
| General Fund Discretionary  | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>TOTAL POSITIONS</b>  | <b>0</b>             | <b>0</b>             | <b>0</b>              | <b>0</b>               | <b>0</b>              |
| <b>RESOURCES</b>  |                      |                      |                       |                        |                       |
| Discretionary General Fund  |                      | 0                    | 0                     | 0                      | 0                     |
| <b>Non-Discretionary Revenues</b>   |                      |                      |                       |                        |                       |
| Grants & Donations  |                      | 0                    | 0                     | 0                      | 0                     |
| Contract Revenues   |                      | 0                    | 0                     | 0                      | 0                     |
| Interagency Revenues  |                      | 0                    | 0                     | 0                      | 0                     |
| Bureau Program Revenues   |                      | 2,921,239            | 2,546,072             | 2,850,600              | 2,850,600             |
| Overhead Revenues   |                      | 0                    | 0                     | 0                      | 0                     |
| <b>Total Non-Discretionary Revenues</b>   |                      | 2,921,239            | 2,546,072             | 2,850,600              | 2,850,600             |
| <b>TOTAL GENERAL FUND RESOURCES</b>   |                      | <b>\$ 2,921,239</b>  | <b>\$ 2,546,072</b>   | <b>\$ 2,850,600</b>    | <b>\$ 2,850,600</b>   |
| Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.         |                      |                      |                       |                        |                       |
| Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue. |                      |                      |                       |                        |                       |
| <b>PROGRAMS</b>   |                      |                      |                       |                        |                       |
| Community Access Capital  |                      | 369,666              | 327,600               | 0                      | 0                     |
| Positions   |                      | 0                    | 0                     | 0                      | 0                     |
| MHCRC   |                      | 2,551,573            | 2,218,472             | 2,850,600              | 2,850,600             |
| Positions   |                      | 0                    | 0                     | 0                      | 0                     |
| <b>TOTAL PROGRAMS</b>   |                      | <b>\$ 2,921,239</b>  | <b>\$ 2,546,072</b>   | <b>\$ 2,850,600</b>    | <b>\$ 2,850,600</b>   |
| Positions   |                      | 0                    | 0                     | 0                      | 0                     |

# Mt. Hood Cable Regulatory Commission AU 304

## LINE ITEM DETAIL

|   | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>Personnel Services</b>                   |                      |                      |                       |                        |                       |
| <b>Total Personnel Services</b>             | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>Materials and Services</b>               |                      |                      |                       |                        |                       |
| <b>External Materials and Service</b>       |                      |                      |                       |                        |                       |
| 521000 Professional Services                | 523,361              | 856,173              | 1,426,534             | 1,627,205              | 1,627,205             |
| 522000 Utilities                            | 0                    | 0                    | 0                     | 0                      | 0                     |
| 523000 Equipment Rental                     | 0                    | 0                    | 0                     | 0                      | 0                     |
| 524000 Repair & Maintenance Services        | 1,089                | 533                  | 2,200                 | 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               | 1,598,269            | 1,743,218            | 813,098               | 885,394                | 885,394               |
| 531000 Office Supplies                      | 653                  | 659                  | 1,600                 | 1,700                  | 1,700                 |
| 532000 Operating Supplies                   | 6,108                | 4,044                | 6,300                 | 6,000                  | 6,000                 |
| 533000 Repair & Maintenance Supplies        | 0                    | 0                    | 0                     | 0                      | 0                     |
| 534000 Minor Equipment & Tools              | 0                    | 0                    | 0                     | 0                      | 0                     |
| 535000 Clothing & Uniforms                  | 0                    | 0                    | 0                     | 0                      | 0                     |
| 539000 Other Commodities External           | 0                    | 0                    | 0                     | 0                      | 0                     |
| 541000 Education                            | 2,182                | 7,056                | 1,650                 | 2,400                  | 2,400                 |
| 542000 Local Travel                         | 81                   | 418                  | 1,000                 | 900                    | 900                   |
| 543000 Out-of-Town Travel                   | 5,676                | 1,611                | 3,000                 | 3,800                  | 3,800                 |
| 544000 Space Rental                         | 0                    | 0                    | 0                     | 0                      | 0                     |
| 545000 Interest                             | 0                    | 0                    | 0                     | 0                      | 0                     |
| 546000 Refunds                              | 0                    | 0                    | 0                     | 0                      | 0                     |
| 547000 Retirement System Payments           | 0                    | 0                    | 0                     | 0                      | 0                     |
| 549000 Miscellaneous                        | 4,155                | 3,411                | 3,838                 | 4,676                  | 4,676                 |
| <b>Total External Materials and Service</b> | 2,141,574            | 2,617,123            | 2,259,220             | 2,533,575              | 2,533,575             |
| <b>Internal Materials and Service</b>       |                      |                      |                       |                        |                       |
| 551000 Fleet Services                       | 315                  | 119                  | 311                   | 415                    | 415                   |
| 552000 Printing & Distribution              | 8,745                | 6,934                | 12,376                | 10,427                 | 10,427                |
| 553000 Facilities Services                  | 14,626               | 14,873               | 15,515                | 17,763                 | 17,378                |
| 554000 Communications Services              | 5,860                | 40,762               | 8,023                 | 10,504                 | 10,504                |
| 555000 Data Processing Services             | 3,833                | 2,490                | 3,202                 | 4,552                  | 4,937                 |
| 556000 Insurance                            | 5,518                | 4,953                | 4,852                 | 5,026                  | 5,026                 |
| 557000 Master Lease                         | 0                    | 0                    | 0                     | 0                      | 0                     |
| 558000 Same Fund Services                   | 0                    | 0                    | 0                     | 0                      | 0                     |
| 559000 Other Fund Services                  | 239,066              | 233,985              | 242,573               | 268,338                | 268,338               |
| <b>Total Internal Materials and Service</b> | 277,963              | 304,116              | 286,852               | 317,025                | 317,025               |
| <b>Total Materials and Services</b>         | 2,419,537            | 2,921,239            | 2,546,072             | 2,850,600              | 2,850,600             |
| <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                     |
| 568000 Other Capital Expenditure            | 0                    | 0                    | 0                     | 0                      | 0                     |
| 569000 Depreciation                         | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>Total Capital Outlay</b>                 | 0                    | 0                    | 0                     | 0                      | 0                     |
| 573000 Equipment Cash Transfers             | 45,000               | 0                    | 0                     | 0                      | 0                     |
| 576000 Minor Equipment Transfers            | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>TOTAL BUREAU EXPENSES</b>                | <b>\$ 2,464,537</b>  | <b>\$ 2,921,239</b>  | <b>\$ 2,546,072</b>   | <b>\$ 2,850,600</b>    | <b>\$ 2,850,600</b>   |

# Mt. Hood Cable Regulatory Commission AU 304

## 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       |            |   |
|   | 2,838,009 | 0        | 2,838,009           | 0.0        | FY 1999-00 Current Service Level Estimate |
| <b>CSL Estimate Adjustments</b>                 |           |          |                     |            | None                                      |
| <b>Mayor's Proposed Budget Decisions</b>        |           |          |                     |            |   |
|   | 11,775    | 0        | 11,775              | 0.0        | Transfer to AU 300 for new position       |
|   | 431       | 0        | 431                 | 0.0        | Childcare                                 |
|   | 385       | 0        | 385                 | 0.0        | Backbone                                  |
| <b>Approved Budget Additions and Reductions</b> |           |          |                     |            | None                                      |
| <b>Adopted Budget Additions and Reductions</b>  |           |          |                     |            |   |
|   | (754)     | 0        | (754)               | 0.0        | Reduce GF Overhead                        |
|   | 754       | 0        | 754                 | 0.0        | Increase Contingency                      |
|   | (385)     | 0        | (385)               | 0.0        | Reclass From Backbone                     |
|   | 385       | 0        | 385                 | 0.0        | Reclass To Information Technology         |
|   | 12,591    | 0        | 12,591              | 0.0        | Total FY 1999-00 Decision Packages        |
|   |           |          | <b>\$ 2,850,600</b> | <b>0.0</b> | Total Adopted Budget                      |
| <b>FY1999-00 Decision Packages Not Funded</b>   |           |          |                     |            | None                                      |
|   |           |          | <b>\$ 0</b>         | <b>0.0</b> | Total Decision Packages Not Funded        |

# Cable Fund – 120

## FUND SUMMARY

|   | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Yr End Est.<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|----------------------|----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| <b>RESOURCES</b>                        |                      |                      |                       |                           |                        |                       |
| <b>External Revenues</b>                |                      |                      |                       |                           |                        |                       |
| <b>Licenses and Permits</b>             |                      |                      |                       |                           |                        |                       |
| Public Utility Licenses                 | 628,853              | 714,161              | 710,341               | 710,341                   | 798,321                | 798,321               |
|   | 628,853              | 714,161              | 710,341               | 710,341                   | 798,321                | 798,321               |
| <b>Service Charges and Fees</b>         |                      |                      |                       |                           |                        |                       |
| Miscellaneous                           | 1,085                | 0                    | 0                     | 0                         | 0                      | 0                     |
|   | 1,085                | 0                    | 0                     | 0                         | 0                      | 0                     |
| <b>Miscellaneous Revenues</b>           |                      |                      |                       |                           |                        |                       |
| Interest Earned                         | 99,524               | 68,889               | 32,000                | 32,000                    | 32,000                 | 32,000                |
| Other Miscellaneous                     | 570,242              | 935,713              | 1,439,936             | 1,439,936                 | 1,427,610              | 1,427,610             |
|   | 669,766              | 1,004,602            | 1,471,936             | 1,471,936                 | 1,459,610              | 1,459,610             |
| <b>Total External Revenues</b>          | 1,299,704            | 1,718,763            | 2,182,277             | 2,182,277                 | 2,257,931              | 2,257,931             |
| <b>Internal Revenues</b>                |                      |                      |                       |                           |                        |                       |
| <b>Interfund Service Reimbursements</b> |                      |                      |                       |                           |                        |                       |
| Cable Commission                        | 443,567              | 347,795              | 395,917               | 395,917                   | 426,419                | 426,419               |
|   | 443,567              | 347,795              | 395,917               | 395,917                   | 426,419                | 426,419               |
| <b>Total Internal Revenues</b>          | 443,567              | 347,795              | 395,917               | 395,917                   | 426,419                | 426,419               |
| <b>Beginning Fund Balance</b>           | 2,257,879            | 1,536,613            | 583,641               | 677,519                   | 677,831                | 677,831               |
| <b>TOTAL RESOURCES</b>                  | <b>\$ 4,001,150</b>  | <b>\$ 3,603,171</b>  | <b>\$ 3,161,835</b>   | <b>\$ 3,255,713</b>       | <b>\$ 3,362,181</b>    | <b>\$ 3,362,181</b>   |
| <b>REQUIREMENTS</b>                     |                      |                      |                       |                           |                        |                       |
| <b>Bureau Expenses</b>                  |                      |                      |                       |                           |                        |                       |
| <b>External Materials and Service</b>   |                      |                      |                       |                           |                        |                       |
| Communications Services                 | 2,141,574            | 2,617,123            | 2,259,220             | 2,259,220                 | 2,533,575              | 2,533,575             |
| Data Processing Services                | 5,860                | 40,762               | 8,023                 | 8,023                     | 10,504                 | 10,504                |
| Facilities Services                     | 3,833                | 2,490                | 3,202                 | 3,202                     | 4,552                  | 4,937                 |
| Fleet Services                          | 14,626               | 14,873               | 15,515                | 15,515                    | 17,763                 | 17,378                |
| Insurance                               | 315                  | 119                  | 311                   | 311                       | 415                    | 415                   |
| Printing & Distribution                 | 5,518                | 4,953                | 4,852                 | 4,852                     | 5,026                  | 5,026                 |
| City Attorney                           | 8,745                | 6,934                | 12,376                | 12,376                    | 10,427                 | 10,427                |
| Cable Communication                     | 14,477               | 2,285                | 1,336                 | 1,336                     | 1,450                  | 1,450                 |
| Finance & Administration                | 224,589              | 230,337              | 240,049               | 250,049                   | 266,060                | 266,060               |
|   | 0                    | 1,363                | 1,188                 | 1,188                     | 828                    | 828                   |
|   | 277,963              | 304,116              | 286,852               | 296,852                   | 317,025                | 317,025               |
| <b>Equipment Cash Transfers</b>         |                      |                      |                       |                           |                        |                       |
| Facilities Services                     | 45,000               | 0                    | 0                     | 0                         | 0                      | 0                     |
|   | 45,000               | 0                    | 0                     | 0                         | 0                      | 0                     |
| <b>Total Bureau Expenses</b>            | 2,464,537            | 2,921,239            | 2,546,072             | 2,556,072                 | 2,850,600              | 2,850,600             |
| <b>Fund Requirements</b>                |                      |                      |                       |                           |                        |                       |
| <b>General Operating Contingency</b>    |                      |                      |                       |                           |                        |                       |
| General Operating Contingency           | 0                    | 0                    | 17,799                | 2,378                     | 24,500                 | 25,254                |
|   | 0                    | 0                    | 17,799                | 2,378                     | 24,500                 | 25,254                |
| <b>General Fund Overhead</b>            | 0                    | 4,411                | 14,011                | 19,432                    | 15,636                 | 14,882                |
| <b>Unappropriated Ending Balance</b>    |                      |                      |                       |                           |                        |                       |
| Unappropriated Ending Balance           | 1,536,613            | 677,521              | 583,953               | 677,831                   | 471,445                | 471,445               |
|   | 1,536,613            | 677,521              | 583,953               | 677,831                   | 471,445                | 471,445               |
| <b>Total Fund Requirements</b>          | 1,536,613            | 681,932              | 615,763               | 699,641                   | 511,581                | 511,581               |
| <b>TOTAL REQUIREMENTS</b>               | <b>\$ 4,001,150</b>  | <b>\$ 3,603,171</b>  | <b>\$ 3,161,835</b>   | <b>\$ 3,255,713</b>       | <b>\$ 3,362,181</b>    | <b>\$ 3,362,181</b>   |

## FUND OVERVIEW

The Cable Fund administers financial activities for the Mt. Hood Cable Regulatory Commission (MHCRC). The MHCRC has an administrative service agreement with the City of Portland. The MHCRC administers cable franchises and community access programming on behalf of Portland, Fairview, Gresham, Multnomah County, Troutdale, and Wood Village. Each of these jurisdictions provides a portion of its franchise revenues to the Cable Fund for support of the MHCRC.

### Inter-Fund Transactions

#### Fund Revenues

The City of Portland, as the largest member jurisdiction of the MHCRC, provides a significant portion of the jurisdictions' revenues to the Cable Fund. The City's payment occurs through an inter-fund cash transfer from the General Fund to the Cable Fund.

#### Fund Expenditures

The MHCRC reimburses the Office of Cable Communications and Franchise Management for its administrative support of the MHCRC. This reimbursement is effected through an inter-fund cash transfer from the Cable Fund to the General Fund.

## CHANGES FROM PRIOR YEAR

The MHCRC supports 40% of one new FTE added to the Office of Cable Communications and Franchise Management. The position is needed to address an increased workload as the number of franchisees grows. The MHCRC duties of the new position include administering the PEG grant programs; overseeing the upgrade of the cable system; developing and implementing a management and marketing plan for the community institutional network (I-Net) which will serve local governments, schools and libraries throughout Multnomah County; and ensuring cable subscribers' concerns are addressed.





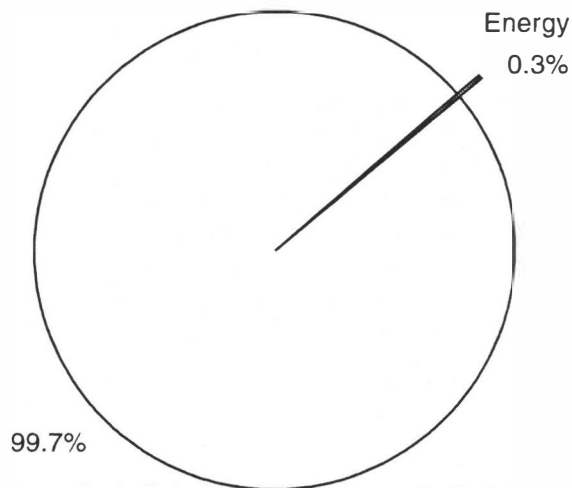
# Energy Office

Community Development Service Area

Erik Sten, Commissioner-in-Charge

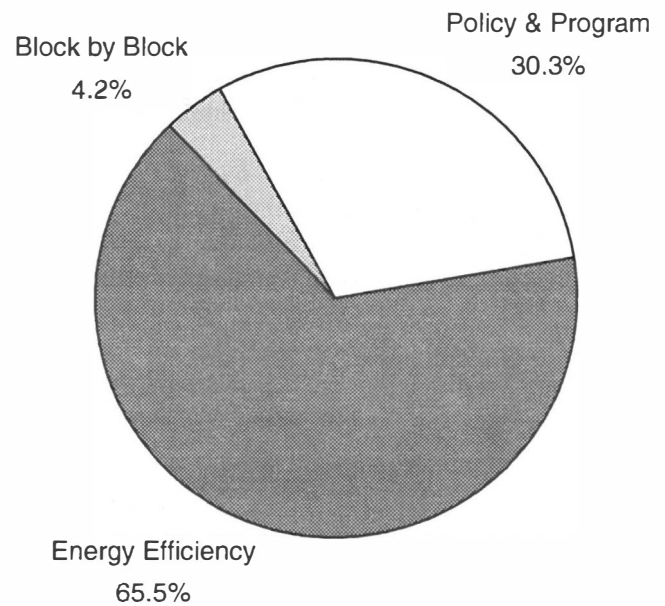
Susan Anderson, Director

Percent of General Fund



General Fund = \$349.4 Million

Bureau Programs



Bureau Overview

| Expenditures in Millions                  | Revised<br>FY 1998-99 | Adopted<br>FY 1999-00 | Change from<br>Prior Year | Per Capita<br>Change |
|---|-----------------------|-----------------------|---------------------------|----------------------|
| Operating                                 | 1,156,537             | 953,906               | (202,631)                 | -21.0%               |
| Capital                                   | 0                     | 0                     | 0                         | 0.0%                 |
| Allocated City Overhead Costs             | 101,544               | 116,662               | 15,118                    | 10.0%                |
| <b>Total Cost with Allocated Overhead</b> | <b>\$ 1,258,081</b>   | <b>\$ 1,070,568</b>   | <b>\$ (187,513)</b>       | <b>-18.5%</b>        |
| Authorized Full-Time Positions            | 8                     | 11                    | 3                         | 31.6%                |

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

## Bureau Summary

### BUREAU MISSION

The mission of the Energy Office is to enhance the livability, stability and economic vitality of the City of Portland through programs and policies that promote energy and natural resource efficiency and the use of renewable resources.

### BUREAU HIGHLIGHTS

#### Revenues

The Energy Office's revenues are comprised of General Fund support, interagency agreements, federal and state grants, and contracts with local utilities and other non-profit agencies. General Fund support to the Energy Office budgeted for FY 1999-00 is \$365,921. Existing grants and contracts budgeted for FY 1999-00 total approximately \$393,478.

The Energy Office will continue to leverage its General Fund support with grants, utility contracts and state and local interagency agreements. The bureau anticipates receiving an additional, unbudgeted, \$300,000 in new grants and contracts in FY 1999-00.

#### Budget

The total budget for the Energy Office is \$953,906. General Fund support funds the director, a part-time assistant and all office expenses (\$192,150). It also includes funds for full-time staff for the Sustainable Portland Commission (\$65,173), and one-time funding for part-time staff and consultants to address electric utility policy and deregulation issues (\$96,565). The Energy Office will have a total of eleven staff in FY 1999-00.

#### Decision Packages

Two decision packages in the FY 1999-00 budget relate to electric utility policy and the Sustainable Portland Commission.

#### Utility Policy

During FY 1998-99 the Energy Office pursued options to protect the City's economic, environmental and public interest goals within the framework of a changing electric utility environment. PGE was purchased by Enron. Pacific Power attempted to purchase a British utility, and now will likely be bought by ScottishPower or another large utility.

*City Council wants to protect public benefits, such as conservation programs and low-income assistance, from elimination or reduction as the energy industry consolidates.*

**Reduction in public benefits:** Public benefits such as conservation and low income services have been largely discarded and cut by 90 percent by Pacific Power and 60 percent by PGE. This has meant a cut in local employment related to energy efficiency, higher bills for residents and businesses, and increases in related air pollution and carbon dioxide emissions. In addition, beginning in FY 1997-98, utility contracts with the City were cut by more than 80 percent due to decisions by PGE and Pacific Power to drastically reduce their conservation programs. In spite of these cuts, the Energy Office sought and received more than \$500,000 in state and federal funding to expand its residential and small business conservation efforts.

City Council has indicated a strong desire to protect these public benefits and consumer interests through a City of Portland aggregation group or other appropriate mechanisms. In addition, there is an interest in pursuing partnerships with local utilities, public interest groups, and energy service providers to create new, market-based mechanisms to promote energy efficiency to businesses and residents throughout our community. The Energy Office will pursue legislation, grants, contracts and other partnerships to ensure more sustainable energy options and lower costs for local consumers.

**Sustainable Portland Commission**

Another new budget component is staffing for the Sustainable Portland Commission. The Sustainable Portland Commission provides leadership and advice to City Council on policies and programs to enhance the economic vitality and livability of the City, provide for the efficient use of natural resources and protect environmental quality. In particular, the 15 member, citizen's commission will focus on the following efforts in FY 1999-00:

- ◆ Define and pursue sustainable economic development activities through a joint committee with the Portland Development Commission.
- ◆ Assist in developing international opportunities for industries and service providers involved in environmental technologies and mitigation, resource efficiency and related areas.
- ◆ Work closely with City bureaus to improve government operating practices to enhance environmental quality and resource efficiency and to reduce costs.
- ◆ Report annually to City Council on savings and opportunities for improvement for each bureau.
- ◆ Develop a green building options paper and action plan to identify what the City can do to promote environmentally sustainable building practices for residential, commercial and government facilities.
- ◆ Partner with local businesses and public interest groups to enhance the environment and livability of the Hollywood/Cully neighborhood and improve resource efficiency for local residents and businesses through the Green Neighborhood Network.
- ◆ Work closely with the Office of Neighborhood Involvement, other City bureaus, state agencies and environmental organizations to continue to promote neighborhood-based efforts to reach hundreds of households annually through the EcoTeam Program. Several City bureaus intend to focus on using this unique citizen network to communicate with residents on a variety of City-related issues.
- ◆ Hold a series of workshops for public interest and government service providers on the following:
  - ❖ Individual Actions: How can public agencies help residents take individual actions that will make a difference to the local environment and the planet?
  - ❖ Sustainable Business Practices: What are businesses doing to increase their participation in sustainable business practices? What can growing sustainable/ environmental industries mean to Portland's economy?
  - ❖ Environmental issues and social equity: How are environmental factors affecting health and who is most affected?
  - ❖ Nature in the City: What is happening to local vegetation, local habitat, and watersheds?
  - ❖ Global warming and climate change: How can residents and businesses reduce greenhouse gas emissions?

*The Energy Office works with many constituencies to promote and improve energy efficiency, other resource conservation, and sustainable practices for all sectors of the community.*

## General Description

### BUREAU OVERVIEW

#### Organizational Description

The Energy Office integrates environmental leadership, creative technologies and a City full of partners to help local residents, businesses, and government reduce costs, be efficient, and create a more sustainable community for future generations.

#### Operations

The City Energy Policy promotes the complementary goals of sustainable energy resources, a clean environment, and a strong economy. The Energy Office offers research, education, marketing, and on-site technical and financial services to help achieve these goals.

#### CO2 Reduction Strategy

In 1993, Portland was the first U.S. local government to adopt a CO2 reduction strategy to help reduce greenhouse gas emissions causing global climate change. In 1997, the strategy was updated, including the *good news*, *bad news*, and *future trends* for CO2 reduction. The report outlines the reduction achievements resulting from reduced energy use in buildings and transportation, increased use of renewable energy resources, enhanced recycling and tree planting. The report points out that, while a 3 percent reduction per capita has been achieved, major efforts are still necessary to maintain that trend and achieve a 20 percent reduction of 1988 levels by 2010.

#### Sustainable Portland Commission

The Energy Office provides staff support to the Sustainable Portland Commission, and provides essential local government review of energy policies and programs developed by the Oregon Office of Energy, Public Utilities Commission, Bonneville Power Administration, Northwest Power Planning Council, electric and natural gas utilities, and many energy and environmental organizations throughout the nation.

### MAJOR ISSUES

#### Endangered Species

In the Pacific Northwest, a major issue that will impact urban development is the recent listing of Columbia and Willamette River salmon and steelhead runs as endangered. Related to this, the Portland metropolitan area is concerned about issues related to growth management, transportation, housing, infrastructure and overall sustainable development. Energy issues from production (dam, etc), to use in homes and offices, to use as transportation fuels all have impacts on air quality, water quality, and stream flows. Endangered Species Act will add another decision factor to future energy policy and program development.

#### New Technology

Another issue Portland is facing is the development of new technologies. Products that were unheard of a few years ago are now (or will soon be) commercially available. This includes fuel cells, hybrid vehicles, and more. The Energy Office is experiencing an expansion of environmentally benign technologies. The Energy Office has joined the leaders with our waste methane powered fuel cell at the Columbia Boulevard Wastewater Treatment Plant. Dozens of new technologies related to air and water quality could be demonstrated by the City.

**Greenhouse Emissions**

The international issue of global climate change will impact energy use, taxes, housing, industry, and transportation. Many European and Asian nations and local governments are taking active measures to reduce greenhouse emissions. Portland is seen as a leader on this issue - though much of our success has been luck, not by design.

**RECENT TRENDS****Utility Restructuring/ Deregulation**

Recently there have been several activities in the energy industry related to electric utility purchases. This kind of consolidation is evidence of the changes that can be expected as utilities respond to the opportunities provided by deregulation. Open access pilots have been tried by both PGE and PacifiCorp. Utility restructuring legislation has been introduced and is moving through the '99 Oregon Legislature. Federal restructuring/deregulation initiatives are moving forward too. Whether ScottishPower will take over PacifiCorp or not is still up in the air. Either way, PacifiCorp will likely merge with another utility.

*Utility funding for energy conservation, energy efficiency, and other demand-side management (DSM) activities is down.*

Due to these factors, utility funding for energy conservation, energy efficiency, and other demand-side management (DSM) activities is down. This is a broad trend evidenced in the DSM budgets of both PGE and PacifiCorp. They're spending less to help reduce the energy used by Portland homes and businesses. This has a major impact on low-income residents and smaller businesses where the utility assistance and incentives have been very helpful in the past.

**Sustainability**

On a more positive note, there is an increased interest in the topic of "sustainability". This issue - and its impacts on people and places - is getting the attention of more of the public. We have an opportunity to capitalize on this interest in the future. Portland can build on what we've done in the past and position itself as a leader on sustainability issues and a learning center for other communities to study technologies and mechanisms for a quality environment and economy.

**Green Building**

Another area of public opinion that has shown a recent change is the topic of "green building". This is a broad term that covers energy efficient design and operation, use of recycled content building materials, high quality indoor air, and more. This presents another opportunity for Portland to improve local practices and become a worldwide center for green technologies and systems. The Energy Office will take a lead in preparing initiatives that help further green building actions in Portland.

**CHANGES FROM PRIOR YEAR**

Two decision packages are included in the FY 1999-00 budget related to electric utility policy (\$96,565) and the Sustainable Portland Commission (\$65,173).

**Utility Policy**

During FY 1998-99 the Energy Office aggressively pursued options to protect the City's economic, environmental and public interest goals within the framework of a changing electric utility environment. Council provided funds for the Energy Office to:

- ◆ Participate in OPUC proceedings on the PGE deregulation plan and new proposals by PacifiCorp and various public interest groups.
- ◆ Build partnerships to aggregate government facility power loads.
- ◆ Pursue long term access to low-cost, federal power resources.
- ◆ Protect consumer and public purpose benefits in the legislative process through a Community Power Buying Group and other appropriate mechanisms.

Proposed activities for FY 1999-00 include all of the above efforts. In addition, the Energy Office will:

- ◆ Design a statewide mechanism to help target funds to local conservation efforts. These funds will enhance other natural resource activities, such as the response to the ESA steelhead listing, water conservation, recycling and reduction of vehicle miles traveled.
- ◆ Develop partnerships with several local utilities, public interest groups and energy service providers to create new, market-based mechanisms to promote energy efficiency to businesses and residents.
- ◆ Design a process and manage an effort to investigate financial, legal and technical options to support underground utility districts within targeted business areas in the City. Provide a recommendation report to City Council.

**Sustainable Portland Commission**

Another new budget component is staffing for the Sustainable Portland Commission. The Sustainable Portland Commission provides leadership and advice to City Council on policies and programs to enhance the economic vitality and livability of the City and to provide for the efficient use of natural resource and protect environmental quality.

The FY 1999-00 workplan for the Sustainable Portland Commission will include economic development, environmental and neighborhood building activities. This package will fund one full-time staff person and \$4,000 of miscellaneous expenses.

# Strategic Direction

## MANAGEMENT GOALS & OBJECTIVES

### Long-Term Goals

The office has four long-term goals that guide its operations.

- ◆ Continue implementation of the 1990 City Energy Policy and 1993 Carbon Dioxide Reduction Strategy and Sustainable City Principles.
- ◆ Staff Sustainable Portland Commission.
- ◆ Provide energy efficiency services and technical assistance to residences, businesses, and government representatives.
- ◆ Promote sustainable operating practices for City government.

### Management Objectives for FY 1999-00

The office has designated several objectives for accomplishing its goals in FY 1999-00.

- ◆ Complete projects on City owned facilities that will result in a total of \$1.5 million in annual cumulative energy savings.
- ◆ Improve energy efficiency by 25 percent in six million square feet of commercial and institutional buildings and 1,000 multifamily living units in the Portland area.
- ◆ Provide technical assistance to at least 25 small businesses on energy efficiency, water conservation, waste reduction, and transportation efficiency.
- ◆ Weatherize 140 low-income single family homes through the Block-By-Block program.
- ◆ Hold an annual BEST awards event for local businesses.
- ◆ Acquire at least \$300,000 in grants and contracts to implement the City's Energy Policy and CO2 Reduction Strategy.
- ◆ Develop mechanisms to protect consumer, environmental, and public interest goals in a more competitive utility market.
- ◆ Develop a green building options report and action plan.

## COUNCIL PRIORITIES

### Council Issues and Priorities

#### Build a Livable City through Good Planning and Well-Managed Growth

The Energy Office is directly involved in two of the strategies that City Council has established to reach this goal.

- ◆ Develop and implement sustainable criteria to guide our decisions.
- ◆ Ensure integrated environmental strategies are part of all planning.

#### Promote Economic Vitality and Access to Quality Jobs for All

The Energy Office is directly involved in two of the strategies that City Council has established to reach this goal.

- ◆ Update Prosperous Portland.
- ◆ Maintain a strong environment for the economy.



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

The Energy Office is directly involved with one strategy that City Council has set for this goal.

- ◆ Complete an energy deregulation plan.

**Grow as an International City**

The Energy Office is directly involved in one strategy that City Council has set for this goal.

- ◆ Expand opportunities for trade, especially for small business involved in environmental technology and transportation.



# Overview of Programs

## POLICY & PROGRAM DEVELOPMENT

The Policy and Program Development Program provides basic planning, policy coordination, direction, reporting, budgeting, and program development services for the Energy Office and the Sustainable Portland Commission. This year efforts have focused on the development of mechanisms to protect consumer and overall City interests in the changing electric utility arena. In addition, the program develops funding proposals to implement the Energy Policy and the CO2 reduction strategy.

## BLOCK BY BLOCK ADMINISTRATION

The Block-By-Block (BBB) program offers basic weatherization services and energy use education at no cost to eligible low-income households. BBB's primary objective is to increase energy efficiency, reduce monthly utility bills, and improve home comfort to low-income residents. In FY 1998-99, more than 900 residents came to two Neighborhood Fix-It-Fairs to learn about resources for home repair and improvement. Also, 125 low-income houses were weatherized in FY 1998-99, bringing the total families served to 2,343 households. The cumulative energy savings for all BBB weatherized homes will reach \$1.616 million.

## ENERGY EFFICIENCY

The Energy Efficiency program provides energy conservation and other environmental services to residents, businesses, and City bureaus consistent with the direction of the Energy Policy. This program relies predominantly on grants, contracts, and interagency funding.

### Illustrative Programs    **Rebuild America**

The Energy Office, in partnership with the Oregon Office of Energy, continues to do work funded by the U.S. Department of Energy's Rebuild America Program to help communities reduce energy use in their buildings. More than 47 million square feet of commercial and government facilities have been improved, resulting in a 15 percent reduction in utility bills.

### **BEST (Businesses for Environmentally Sustainable Tomorrow)**

The BEST business program features annual awards and technical assistance to local businesses on energy efficiency, water conservation, transportation, and waste reduction. Since 1992, 49 businesses have received awards and have saved 10.3 million in operating expenses.

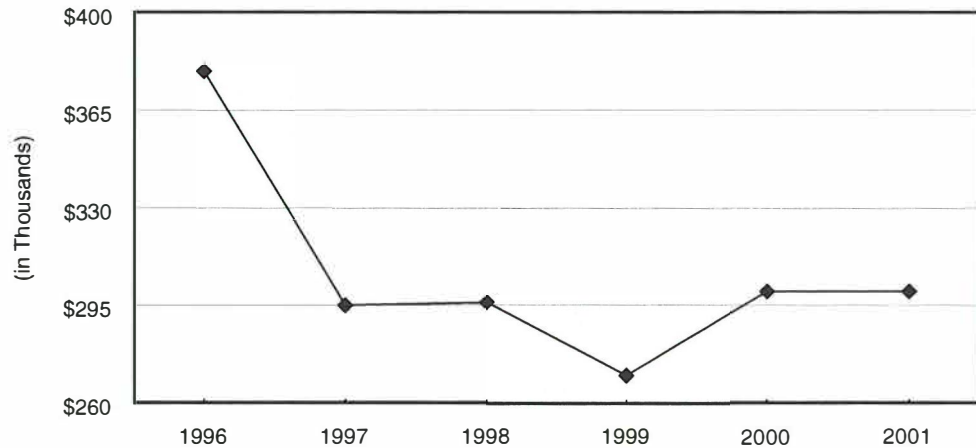
### **City Energy Challenge**

The City Energy Challenge program has a goal of reducing City government's energy bill by \$1.5 million by the year 2000. To date \$1.7 million in estimated annual savings have been identified and actual savings of \$1.3 million will result this year from completed projects. In addition, the Energy Office helped bureaus acquire \$430,000 in utility rebates for efficiency projects.

## Performance Measures

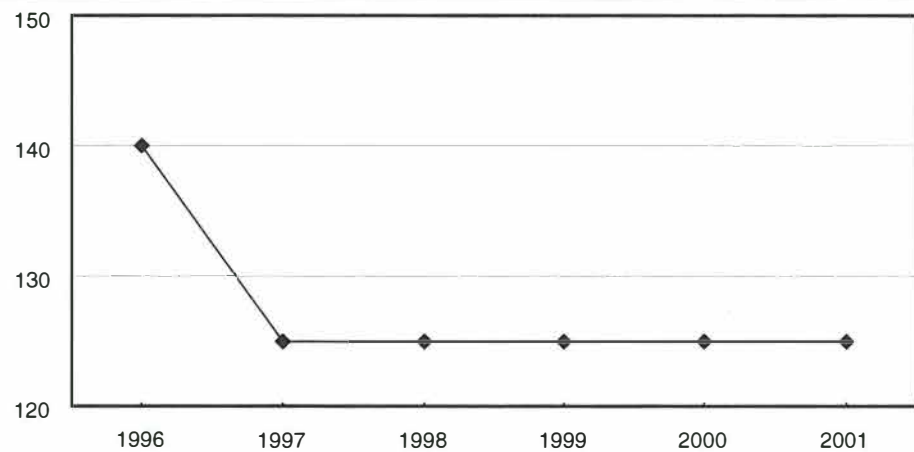
**Grants & Contracts Awarded**

- ◆ The Energy Office anticipates an additional \$300,000 in new grants and contracts in FY 1999-2000.



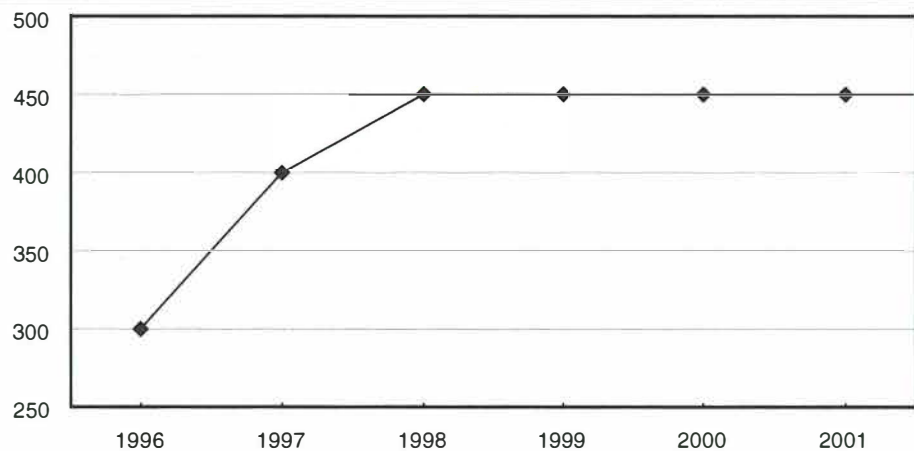
**Low-Income Homes Weatherized**

- ◆ The Block-By-Block Weatherization Program has weatherized 2,343 homes and saved \$1.616 million in energy bills.



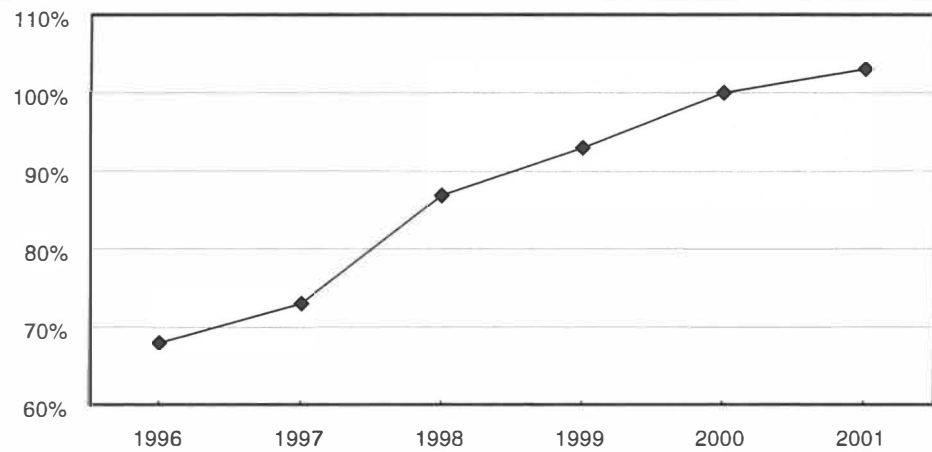
**Attendees Per Fair**

- ◆ In FY 1998-99, more than 900 residents came to two Neighborhood Fix-It-Fairs.



**Energy Savings Completed Toward Year 2000**

- ◆ The Energy Office will reach \$1.5 million in annual savings on City facilities in the year 2000.



|   | Actual<br>FY 1995-96 | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Yr End Est.<br>FY 1998-99 | Target<br>FY 1999-00 | Target<br>FY 2000-01 |
|---|----------------------|----------------------|----------------------|---------------------------|----------------------|----------------------|
| <b>Policy &amp; Program Development</b>                 |                      |                      |                      |                           |                      |                      |
| <b>Workload</b>   |                      |                      |                      |                           |                      |                      |
| Grants & Contracts Awarded                              | \$378,563            | \$295,181            | \$295,761            | \$270,496                 | \$300,000            | \$300,000            |
| <b>Effectiveness</b>                                    |                      |                      |                      |                           |                      |                      |
| General Fund Leverage                                   | \$3.60               | \$3.03               | \$2.34               | \$1.33                    | \$1.21               | \$1.25               |
| <b>Efficiency</b>                                       |                      |                      |                      |                           |                      |                      |
| % of grants & contracts awarded toward target           | 151%                 | 118%                 | 148%                 | 180%                      | 100%                 | 100%                 |
| <b>Block By Block Administration</b>                    |                      |                      |                      |                           |                      |                      |
| <b>Workload</b>   |                      |                      |                      |                           |                      |                      |
| Number of low income homes weatherized                  | 140                  | 125                  | 125                  | 125                       | 125                  | 125                  |
| <b>Effectiveness</b>                                    |                      |                      |                      |                           |                      |                      |
| Attendees Per Fair                                      | 300                  | 400                  | 450                  | 450                       | 450                  | 450                  |
| <b>Efficiency</b>                                       |                      |                      |                      |                           |                      |                      |
| Percent of households weatherized toward target         | 112%                 | 100%                 | 100%                 | 108%                      | 100%                 | 100%                 |
| <b>Energy Efficiency</b>                                |                      |                      |                      |                           |                      |                      |
| <b>Workload</b>   |                      |                      |                      |                           |                      |                      |
| Number of businesses received BEST assistance           | 64                   | 30                   | 35                   | 40                        | 40                   | 40                   |
| <b>Effectiveness</b>                                    |                      |                      |                      |                           |                      |                      |
| Percent of apt. units weatherized toward goal           | 159%                 | 150%                 | 100%                 | 137%                      | 100%                 | 100%                 |
| <b>Efficiency</b>                                       |                      |                      |                      |                           |                      |                      |
| Percent of energy savings completed toward yr 2000 goal | 68%                  | 73%                  | 87%                  | 93%                       | 100%                 | 103%                 |

|   | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>EXPENDITURES</b>   |                      |                      |                       |                        |                       |
| <b>Operating Budget</b>   |                      |                      |                       |                        |                       |
| Personal Services   | 469,841              | 542,510              | 669,284               | 682,388                | 682,388               |
| External Materials and Service  | 239,751              | 144,595              | 419,090               | 189,660                | 189,660               |
| Internal Materials and Service  | 73,925               | 64,735               | 68,163                | 81,858                 | 81,858                |
| Minor Capital Outlay  | 0                    | 0                    | 0                     | 0                      | 0                     |
| Equipment Cash Transfers  | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>Total Operating Budget</b>   | <b>783,517</b>       | <b>751,840</b>       | <b>1,156,537</b>      | <b>953,906</b>         | <b>953,906</b>        |
| Capital Improvements  | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>TOTAL BUREAU EXPENDITURES</b>  | <b>\$ 783,517</b>    | <b>\$ 751,840</b>    | <b>\$ 1,156,537</b>   | <b>\$ 953,906</b>      | <b>\$ 953,906</b>     |
| Allocated Overhead Costs  |                      |                      | 101,544               | 112,581                | 116,662               |
| <b>Total Cost with Allocated Overhead</b>   |                      |                      | <b>1,258,081</b>      | <b>1,066,487</b>       | <b>1,070,568</b>      |
| <b>Authorized Full-Time Positions</b>   |                      |                      |                       |                        |                       |
| General Fund Discretionary  | 1.0                  | 1.3                  | 2.7                   | 3.2                    | 3.2                   |
| <b>TOTAL POSITIONS</b>  | <b>8.0</b>           | <b>8.0</b>           | <b>8.0</b>            | <b>11.0</b>            | <b>11.0</b>           |
| <b>RESOURCES</b>  |                      |                      |                       |                        |                       |
| Discretionary General Fund  |                      | 232,990              | 357,515               | 365,921                | 365,921               |
| <b>Non-Discretionary Revenues</b>   |                      |                      |                       |                        |                       |
| Grants & Donations  |                      | 267,091              | 604,597               | 393,478                | 393,478               |
| Contract Revenues   |                      |                      | 0                     | 0                      | 0                     |
| Interagency Revenues  |                      | 251,424              | 194,425               | 194,507                | 194,507               |
| Bureau Program Revenues   |                      | 0                    | 0                     | 0                      | 0                     |
| Other Miscellaneous   |                      | 335                  | 0                     | 0                      | 0                     |
| Overhead Revenues   |                      | 0                    | 0                     | 0                      | 0                     |
| <b>Total Non-Discretionary Revenues</b>   |                      | <b>518,850</b>       | <b>799,022</b>        | <b>587,985</b>         | <b>587,985</b>        |
| <b>TOTAL GENERAL FUND RESOURCES</b>   |                      | <b>\$ 751,840</b>    | <b>\$ 1,156,537</b>   | <b>\$ 953,906</b>      | <b>\$ 953,906</b>     |
| Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.         |                      |                      |                       |                        |                       |
| Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue. |                      |                      |                       |                        |                       |
| <b>PROGRAMS</b>   |                      |                      |                       |                        |                       |
| Policy & Program Development  |                      | 227,386              | 301,515               | 288,715                | 288,715               |
| Positions   |                      | 1                    | 2                     | 2                      | 2                     |
| Block By Block Administration   |                      | 27,000               | 27,500                | 40,000                 | 40,000                |
| Positions   |                      | 0                    | 0                     | 0                      | 0                     |
| Energy Efficiency   |                      | 497,454              | 827,522               | 625,191                | 625,191               |
| Positions   |                      | 6                    | 5                     | 8                      | 8                     |
| <b>TOTAL PROGRAMS</b>   |                      | <b>\$ 751,840</b>    | <b>\$ 1,156,537</b>   | <b>\$ 953,906</b>      | <b>\$ 953,906</b>     |
| Positions   |                      | <b>8</b>             | <b>8</b>              | <b>11</b>              | <b>11</b>             |

|   | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>Personnel Services</b>                   |                      |                      |                       |                        |                       |
| 511000 Full-Time Employees                  | 286,423              | 305,951              | 492,164               | 453,961                | 453,961               |
| 512000 Part-Time Employees                  | 4,759                | 28,498               | 0                     | 50,746                 | 50,746                |
| 514000 Overtime                             | 133                  | 197                  | 0                     | 0                      | 0                     |
| 515000 Premium Pay                          | 0                    | 4,387                | 0                     | 0                      | 0                     |
| 517000 Benefits                             | 121,902              | 149,519              | 177,120               | 177,681                | 177,681               |
| 518000 Paid Absence                         | 56,624               | 53,958               | 0                     | 0                      | 0                     |
| <b>Total Personnel Services</b>             | <b>469,841</b>       | <b>542,510</b>       | <b>669,284</b>        | <b>682,388</b>         | <b>682,388</b>        |
| <b>Materials and Services</b>               |                      |                      |                       |                        |                       |
| <b>External Materials and Service</b>       |                      |                      |                       |                        |                       |
| 521000 Professional Services                | 139,985              | 0                    | 0                     | 0                      | 0                     |
| 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               | 63,010               | 119,691              | 333,429               | 139,500                | 139,500               |
| 531000 Office Supplies                      | 1,089                | 773                  | 7,688                 | 6,200                  | 6,200                 |
| 532000 Operating Supplies                   | 0                    | 0                    | 0                     | 0                      | 0                     |
| 533000 Repair & Maintenance Supplies        | 0                    | 0                    | 0                     | 0                      | 0                     |
| 534000 Minor Equipment & Tools              | 5,051                | 0                    | 5,000                 | 1,500                  | 1,500                 |
| 535000 Clothing & Uniforms                  | 0                    | 0                    | 0                     | 0                      | 0                     |
| 539000 Other Commodities External           | 0                    | 0                    | 0                     | 0                      | 0                     |
| 541000 Education                            | 4,687                | 4,909                | 4,000                 | 4,500                  | 4,500                 |
| 542000 Local Travel                         | 1,872                | 1,970                | 1,700                 | 2,000                  | 2,000                 |
| 543000 Out-of-Town Travel                   | 4,791                | 5,026                | 13,349                | 9,300                  | 9,300                 |
| 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                        | 19,266               | 12,226               | 53,924                | 26,660                 | 26,660                |
| <b>Total External Materials and Service</b> | <b>239,751</b>       | <b>144,595</b>       | <b>419,090</b>        | <b>189,660</b>         | <b>189,660</b>        |
| <b>Internal Materials and Service</b>       |                      |                      |                       |                        |                       |
| 551000 Fleet Services                       | 238                  | 451                  | 519                   | 259                    | 259                   |
| 552000 Printing & Distribution              | 17,086               | 10,961               | 10,758                | 17,062                 | 17,062                |
| 553000 Facilities Services                  | 31,338               | 31,520               | 32,717                | 34,775                 | 34,113                |
| 554000 Communications Services              | 8,648                | 7,438                | 8,001                 | 8,742                  | 8,742                 |
| 555000 Data Processing Services             | 5,120                | 4,076                | 5,801                 | 10,280                 | 10,942                |
| 556000 Insurance                            | 11,495               | 10,289               | 10,367                | 10,740                 | 10,740                |
| 557000 Master Lease                         | 0                    | 0                    | 0                     | 0                      | 0                     |
| 558000 Same Fund Services                   | 0                    | 0                    | 0                     | 0                      | 0                     |
| 559000 Other Fund Services                  | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>Total Internal Materials and Service</b> | <b>73,925</b>        | <b>64,735</b>        | <b>68,163</b>         | <b>81,858</b>          | <b>81,858</b>         |
| <b>Total Materials and Services</b>         | <b>313,676</b>       | <b>209,330</b>       | <b>487,253</b>        | <b>271,518</b>         | <b>271,518</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                     |
| 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>\$ 783,517</b>    | <b>\$ 751,840</b>    | <b>\$ 1,156,537</b>   | <b>\$ 953,906</b>      | <b>\$ 953,906</b>     |

**Energy Office AU 302**
**FULL-TIME POSITIONS**

| Class                            | Title                            | Actual<br>FY 1997 | Actual<br>FY 1998 | Revised<br>FY 1998-99 |                   | Approved<br>FY 1999-00 |                   | Adopted<br>FY 1999-00 |                   |
|----------------------------------|----------------------------------|-------------------|-------------------|-----------------------|-------------------|------------------------|-------------------|-----------------------|-------------------|
|                                  |                                  | No.               | No.               | No.                   | Amount            | No.                    | Amount            | No.                   | Amount            |
| 815                              | Administrative Specialist        | 1                 | 1                 | 1                     | 27,500            | 1                      | 0                 | 1                     | 0                 |
| 514                              | Associate Accountant             | 1                 | 1                 | 1                     | 18,373            | 0                      | 0                 | 0                     | 0                 |
| 7492                             | Community Relations Specialist   | 2                 | 2                 | 2                     | 148,678           | 2                      | 92,159            | 2                     | 92,159            |
| 891                              | Energy Director                  | 1                 | 1                 | 1                     | 73,790            | 1                      | 74,073            | 1                     | 74,073            |
| 515                              | Senior Accountant                | 0                 | 0                 | 1                     | 20,331            | 1                      | 41,522            | 1                     | 41,522            |
| 816                              | Senior Administrative Specialist | 1                 | 1                 | 1                     | 73,765            | 4                      | 121,710           | 4                     | 121,710           |
| 7494                             | Sr Community Relation Specialist | 2                 | 2                 | 2                     | 129,727           | 2                      | 124,497           | 2                     | 124,497           |
| <b>TOTAL FULL-TIME POSITIONS</b> |                                  | <b>8</b>          | <b>8</b>          | <b>8</b>              | <b>\$ 492,164</b> | <b>11</b>              | <b>\$ 453,961</b> | <b>11</b>             | <b>\$ 453,961</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     |             |   |
|   | 642,160 | 0        | 642,160           | 8.0         | FY 1999-2000 Current Service Level Estimate |
| <b>CSL Estimate Adjustments</b>                 |         |          |                   |             | None  |
| <b>Mayor's Proposed Budget Decisions</b>        |         |          |                   |             |   |
|   | 65,173  | 0        | 65,173            | 0.0         | Sustainable Portland Commission             |
|   | 0       | 96,565   | 96,565            | 0.0         | Utility Deregulation                        |
|   | 1,046   | 0        | 1,046             | 0.0         | Smart Building Backbone (Unadjusted)        |
|   | 447     | 0        | 447               | 0.0         | Child Care Facility                         |
|   | 515     | 0        | 515               | 0.0         | Information Technology (IT) Interagency     |
| <b>Approved Budget Additions and Reductions</b> |         |          |                   |             |   |
|   | 148,000 | 0        | 148,000           | 3.0         | Three New FTE - Grant Funded                |
| <b>Adopted Budget Additions and Reductions</b>  |         |          |                   |             |   |
|   | (662)   | 0        | (662)             | 0.0         | BGS Facilities Backbone Adjustment          |
|   | 662     | 0        | 662               | 0.0         | BIT Backbone Adjustment                     |
|   | 215,181 | 96,565   | 311,746           | 3.0         | Total FY 1999-2000 Decision Packages        |
|   |         |          | <b>\$ 953,906</b> | <b>11.0</b> | Total Adopted Budget                        |
| <b>FY1999-2000 Decision Packages Not Funded</b> |         |          |                   |             |   |
|   |         |          |                   |             | None  |
|   |         |          | <b>\$ 0</b>       | <b>0.0</b>  | Total Decision Packages Not Funded          |



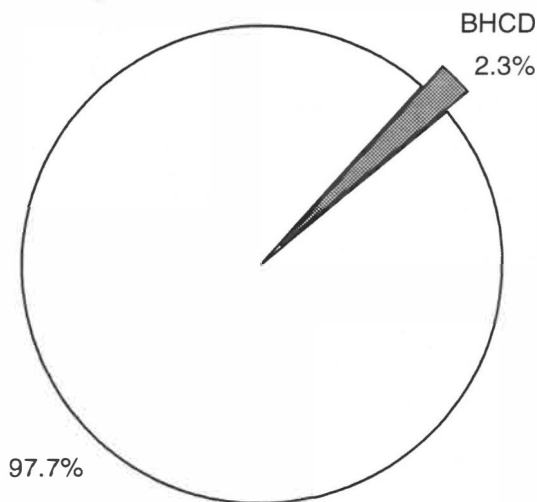
# Bureau of Housing and Community Development

Community Development Service Area

Erik Sten, Commissioner-in-Charge

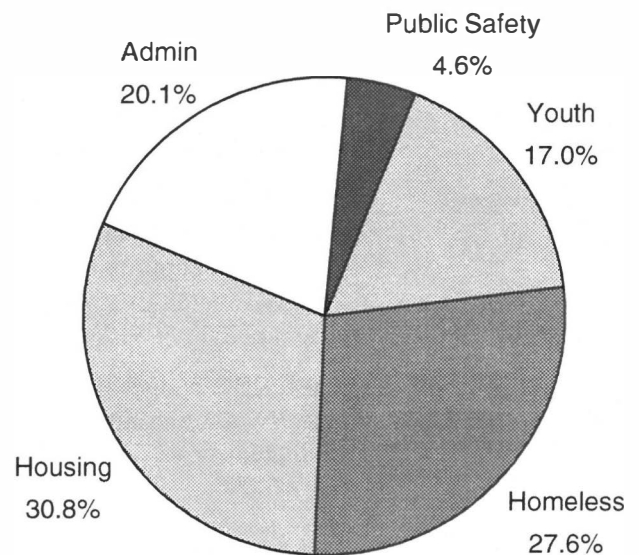
Steve Rudman, Director

Percent of General Fund



General Fund = \$349.4 Million

Bureau Programs



Bureau Overview

| Expenditures in Millions                  | Revised<br>FY 1998-99 | Adopted<br>FY 1999-00 | Change from<br>Prior Year | Per Capita<br>Change |
|---|-----------------------|-----------------------|---------------------------|----------------------|
| Operating                                 | 8,275,206             | 8,173,692             | (101,514)                 | -5.4%                |
| Capital                                   | 0                     | 0                     | 0                         | 0.0%                 |
| Allocated City Overhead Costs             | 0                     | 0                     | 0                         | 0.0%                 |
| <b>Total Cost with Allocated Overhead</b> | <b>\$ 8,275,206</b>   | <b>\$ 8,173,692</b>   | <b>\$ (101,514)</b>       | <b>-5.4%</b>         |
| Authorized Full-Time Positions            | 18                    | 18                    | 0                         | -4.3%                |

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

## Bureau Summary

### BUREAU MISSION

The mission of the Bureau of Housing and Community Development is to work as a professional team in partnership with the community to effectively steward the community development resources of the City of Portland and to serve as a catalyst in order to stabilize and improve neighborhoods and enable people to improve the quality of their lives.

### BUREAU HIGHLIGHTS

#### Introduction

BHCD manages federal funds channeled to the City by the U. S. Department of Housing and Urban Development. The bureau centralizes the planning, reporting, and evaluation of these federal grant funds. The bureau administers four entitlement grants as well as a variety of categorical HUD programs. In addition, the bureau manages City General Funds appropriated to support the areas of Youth, Homeless and Public Safety. The BHCD Adopted Budget is increased by \$2.2 million in FY 1999-00 for a total budget of \$32,960,244.

#### Funding

*Entitlement grants total  
\$17,667,000.*

#### Entitlement Grants and Related Funding

In FY 1999-00, the entitlement grants - Community Development Block Grant (CDBG), HOME, Housing for People with Aids (HOPWA), and Emergency Shelter Grant (ESG) - are funded at approximately the same level as they were in FY 1998-99. CDBG, HOME and HOPWA increases are somewhat offset by ESG decreases for a net increase of \$394,000, to a total budget of \$17,667,000 in FY 1999-00.

The CDBG budgeted income totals reflects loss of the \$1,581,000 Revolving Loan Fund, which was a one-time resource in FY 1998-99 that affected the Housing Program. CDBG's obligated carryover from FY 1998-99 to FY 1999-00 is increased by \$750,000 for a total of \$1,065,000.

#### Categorical Grants

*New categorical grants will  
be received.*

Two categorical grants are included for the first time in the annual budget process: the Youthbuild Program and the Lead Based Paint Hazard Control. Youthbuild is an annual grant and Lead Based Paint is a one-time grant which provides funding for three years. Categorical grants increase \$2.1 million for a total of \$2,204,265 in FY 1999-00.

#### General Fund Discretionary

General Fund discretionary budget totals \$2,822,579. This budget includes an addition of \$500,000 for services for homeless youth.

#### Programs

The bureau provides a balance of services meeting both safety net and neighborhood revitalization functions within seven program areas. In FY 1999-00 cost of living adjustments have been provided for all projects except for the loan pools and capital projects.

**Housing**

**Revolving Loan:** A one time revolving loan of \$1.5 million closed in FY 1998-99 and is no longer available in FY 1999-00, causing decreases in the Homebuyer, Homeowner, and Affordable Rental Housing programs.

**Housing Investment Fund:** An obligation of \$233,000 was completed in FY 1998-99, and HOME funds previously appropriated for the HIF are now included in the affordable rental housing loan pool.

**Request For Proposal:** Additional funding of \$175,000 is included to fund projects resulting from a Request For Proposal process conducted last year for small rehabilitation projects, siting staffing, and a new tenant hotline project.

**Total Funding:** Overall funding for the Housing Program is increased to \$18,699,401 with the inclusion of the Lead Based Paint grant.

**Economic Development**

**New Programs:** This budget funds the implementation of *operating project support* for community economic development activities and the development and initiation of an ongoing Citywide microenterprise program.

**Business Outreach:** Increased funding is provided for the Portland State University Business Outreach project.

**Neighborhood Improvements**

**East County:** The budget sets aside capital funds for infrastructure supporting housing development and future work in East County.

**Homeless**

\$500,000 is added for  
Homeless Youth.

**Youth Services:** Council approved an add package of \$500,000 for homeless youth services. Of this amount, \$350,000 is ongoing and \$150,000 is one-time funding.

**MultiFamily Housing:** The Bureau of Buildings' Multi Family at Risk Code Enforcement Program is not included in this budget. This program was completed in FY 1998-99 and is no longer funded by BHCD.

**Youth Employment and Involvement**

**Minimum Wage Increase:** Funding is included to offset the minimum wage increase for subsidized employment for youth.

**Youth Employment Partnership:** Several projects are funded in the Youth Employment Partnership Program. Under this design, YEP will expand to a year around Citywide program to assist youth in acquiring unsubsidized employment. This program is receiving additional funds from the Youthbuild Categorical grant in the FY 1999-00 budget process.

**Targeted Initiatives**

This budget includes funding for nine target areas and provides for a project fund for each target area. This budget also funds the development of a target area training program.

## General Description

### BUREAU OVERVIEW

#### Grants and Funds

The Bureau of Housing and Community Development manages federal funds channeled to the City by the U.S. Department of Housing and Urban Development (HUD). The bureau centralizes the planning, reporting and evaluation of these federal grant funds. The bureau administers four entitlement grants: Community Development Block Grant (CDBG), Home Investment Partnership Program (HOME), Emergency Shelter Grant (ESG), and Housing Opportunities for People With Aids (HOPWA) as well as a variety of categorical HUD programs (e.g. Youthbuild and Lead Based Paint Hazard Control). In addition, the bureau manages City general funds in the areas of youth, public safety and homeless.

#### Program Structure

The Bureau consists of seven program areas held together by a common mission, vision, and strategic direction. These are Housing, Economic Development, Neighborhood Improvements, Homeless Facilities and Services, Youth Employment and Empowerment, Public Safety and Targeted & Community Initiatives. Within each program area are service areas which further break out the nature of the activity. For example, within the Housing Program Area, service areas include Rental Housing, Homeowner Rehabilitation, and the Homebuyer Program. There are thirty service areas in the bureau. Within each service area are multiple projects and contracts with provider agencies. The bureau's most significant contract is with the Portland Development Commission (PDC) for financing of both housing and economic development.

#### Operations

Acting as a steward of public resources and a catalyst for positive community change, BHCD contracts with numerous public and private non-profit organizations to provide services to lower income residents and neighborhoods in the areas of housing, neighborhood improvements, economic development and community/emergency services. BHCD has Citywide policy planning responsibilities for issues relating to affordable housing and community services, and operates as the designated lead agency for staffing the Countywide Housing and Community Development Commission (HCDC). BHCD acts as the lead agency for two grant consortiums. The HOME program provides funding for affordable housing development. The HOME consortium includes Portland, Gresham, and Multnomah County. The HOPWA program provides funding for housing and facility development as well as services for persons with HIV/AIDS. The HOPWA Consortium includes the City of Portland and Multnomah, Washington, Clackamas, Yamhill, Columbia and Clark Counties.

### CHANGES FROM PRIOR YEAR

#### Housing

##### Revolving Loan

A one time revolving loan of \$1.5 million closed in FY 1998-99 and is no longer available in FY 1999-00, causing decreases in the Homebuyer, Homeowner and Affordable Rental Housing Programs. A portion of these funds are being carried over in the Homeowner and Affordable Rental Housing programs in the Approved Budget.

**Program Increases**

Increased funding is provided for Social Service Siting at the Mediation Center, for the Shared Housing Program, and for a new Tenant Hotline program selected through a bidding process. Funding is also included for increases in Housing Services based on a planning process.

**Lead Based Paint Hazard Control Grant**

The Lead Based Paint Hazard Control Grant is a categorical three year grant included in the 1999-00 budget.

**Economic Development**

This budget funds the implementation of operating project support for community economic development activities in the amount of \$100,000. It also funds the development and initiation of an ongoing Citywide microenterprise program for \$46,000. The budget includes increased funding for the Portland State University Business Outreach project.

**Neighborhood Improvements**

The budget includes a \$500,000 increase in funding for the Street Improvement Program, a capital set aside for potential infrastructure projects in East County and in North Portland to support housing development.

The Kennedy School Community Garden, funded in FY 1998-99 at \$20,000, was one-time funding and is not included in this request.

**Homeless Facilities & Services****Homeless Youth**

Council approved a General Fund add package of \$500,000 for homeless youth services. Of this amount, \$350,000 is ongoing and \$150,000 is one-time funding.

One-time capital funding of \$1,033,691 for development of homeless youth facilities included in the 1998-99 budget is carried over in this request. It is anticipated that the facilities will be constructed this fiscal year.

**Multi-Family at Risk Code Enforcement**

The Bureau of Buildings' Multi-Family at Risk Code Enforcement Program funded at \$97,650 was completed in 1998-99 and is not included in this BHCD budget.

**Homeless Single Adults**

The Homeless Single Adults Service Area is funded at the same level as 1998-99 with a cost of living adjustment (COLA). Within this level, resources for several projects have been adjusted based on program need. Resources for winter shelter and the Transition Projects Community Center have been increased, and the Hispanic Access Center is newly funded at \$27,000. These increases are covered by carryover, shifts within funding for Transition Projects. For example, funding has been shifted from the Swindells project.

**Youth Employment and Involvement****Youthbuild Categorical Grant**

The Youthbuild Categorical grant is included in the annual budget process for the first time. It increases the Youth Employment and Involvement Program by \$350,000.

### **General Funding**

Funding is increased to cover the minimum wage increase for subsidized employment for youth and to provide for technical assistance to youth projects.

### **Youth Employment Partnership Program**

The Youth Employment Partnership Program will expand to a year around Citywide program to assist youth in acquiring unsubsidized employment.

### **Community and Targeted Initiatives**

This budget includes funding for nine target areas and provides for a project fund for each target area for a total of \$46,000 per target area. The budget also funds the implementation of a new target area training program.

Increases in funding over the amount originally budgeted in 1998-99 are included for NE Coalition of Neighborhoods and SE Uplift.

## **FUNDING SOURCES**

### **General Fund**

The Bureau administers City General Fund resources in the Homeless Facilities and Services, Youth Employment and Empowerment and Public Safety Program Areas. General Fund resources for 1999-00 include an add package of \$500,000 for Homeless Youth Services of which \$350,000 is ongoing.

### **Grants**

The Bureau administers four entitlement grants received by the City from the US Department of Housing and Urban Development. In FY 1999-00, these entitlement grants - Community Development Block Grant (CDBG), HOME, Housing for People with Aids (HOPWA) and Emergency Shelter Grant (ESG) - are funded at approximately the same level as they were in FY 1998-99. The total entitlement amount of \$17,667,000 in FY 1999-00 reflects a net increase of \$394,000.

The Bureau also receives grant generated income for CDBG and HOME, which is included as a resource in the grant funds and used to support the bureau's programs. The total grant program income is less than the FY 1998-99 budget due to the loss of the \$1,581,000 Revolving Loan Fund.

Two categorical grants are included for the first time in the annual budget process: the Youthbuild Program and the Lead Based Paint Hazard Control. Youthbuild is an annual grant and Lead Based Paint is a one-time grant which provided funding for three years. Categorical grants increase \$2.1 million for a total of \$2,204,265 in FY 1999-00

# Strategic Direction

## VISION AND VALUES

### Vision

The vision of the Bureau of Housing and Community Development is of dynamic partnerships between people and government meeting basic needs, enhancing opportunities for lower income people, and improving the livability of lower income neighborhoods.

### Values

The bureau's operations are guided by the following values:

- ◆ Involvement of low-income citizens and communities who most closely experience the problems of poverty in the identification and prioritization of their needs and solutions.
- ◆ Collaboration with citizens, City Council, community-based organizations, service providers, and other public agencies to develop and implement community development programs.
- ◆ Continual assessment of needs and evaluation of programs to ensure the effectiveness and efficiency of all programs.
- ◆ Creative exploration of new ways of meeting community needs and leveraging scarce public resources.
- ◆ Accountability and compliance with regulations governing bureau funding.
- ◆ Recognition of the contributions of citizens, staff and other partners in the bureau's accomplishments.

## MANAGEMENT GOALS & OBJECTIVES

### Management Objectives for FY 1999-00

The bureau plans to achieve the following objectives in FY& 1999-00:

- ◆ Develop the five-year Consolidated Plan (2000-01/2005-06) required by the US Department of Housing and Urban Development for the use of the four entitlement grants: Community Development Block Grant, HOME, HOPWA and Emergency Shelter Grant.
- ◆ Work with PDC, HCDC and HAP to continue the development of strategies and systems for preserving the public's substantial investment in the current stock of affordable housing.
- ◆ Work with PDC, the Portland Neighborhood Development Support Collaborative, HCDC and others to identify policy issues related to long term management of affordable housing including impacts on resource development and allocation.
- ◆ Work with PDC and private lenders to further develop programs that assist first time homebuyers.
- ◆ Work with PDC, Multnomah County and other City bureaus to continue a coordinated lead hazard control strategy for low-income households.
- ◆ Conduct a planning process to identify housing services needs, develop a continuum of housing services, and establish resource allocation priorities.
- ◆ Continue to implement and monitor services to homeless single adults; develop 90 units of permanent housing in the central eastside and assess outcomes of the plan.



## Ongoing Goals

The bureau continues to pursue the following ongoing goals:

- ◆ Maintain fiscal integrity and sound management of the City's housing and community development grant programs by providing the highest quality administrative services to achieve program goals.
- ◆ Manage federal and local funds in an efficient cost-effective manner, striving to minimize administrative costs.
- ◆ Continue a multi-year, open allocation process to select service providers to ensure effective and efficient provision of services to provide opportunities for new innovative service models to receive support.
- ◆ Use performance measures to clearly identify the intended outputs and outcomes of community development activities, to evaluate the extent to which outcomes are achieved, and to track long term change resulting from service.

## COUNCIL PRIORITIES

### Council Issues and Priorities

The bureau's operations support the following Council goals:

- ◆ Ensure decent, affordable housing.
- ◆ Build a livable city through good planning and well-managed growth.
- ◆ Support quality education to produce well educated citizens.
- ◆ Promote economic vitality and access to quality jobs for all.
- ◆ Ensure a safe and peaceful community.
- ◆ Promote the Inclusion of under-represented neighborhoods and groups in participation in City activities and services.
- ◆ Become a more effective partner in the region.
- ◆ Build stronger, more diverse and responsive elected and citizen leadership.
- ◆ Build a sense of community by promoting participation and partnerships.

## Future Focus

Although the bureau has not been directly involved in implementing Future Focus, it has funded or been involved in programs and projects which support Future Focus Strategies.

### Crime Action

**Strategy 1:** Make children and families the top priority for government, business, and the community.

**Strategy 2:** Empower citizens and neighborhoods to reduce crime.

### Economic Action Plan

**Strategy 4:** Provide excellent workforce training and education to meet needs of business

**Strategy 5:** Revitalize North/Northeast Portland economy.



**Portland/Multnomah  
Benchmarks**

The Bureau of Housing and Community Development Programs address many broad benchmarks. The following is a summarized list of specific benchmarks both bureauwide and in individual program areas.

- ◆ Bureauwide
  - ❖ Increase the number of volunteers in a governmental capacity who are satisfied that their recommendations were carefully and respectfully considered and who are satisfied with their experience.
  - ❖ Increase the percentage of government organizations that use measurable results, incorporate them into budget and/or planning processes, and collect supporting data.
  - ❖ Increase the percentage of community organizations that use measurable results, incorporate them into budget and/or planning processes, and collect supporting data.
- ◆ Housing
  - ❖ Increase the number of homeowners and renters below median income spending less than 30% of their household income on housing.
- ◆ Economic Development
  - ❖ Decrease the unemployment rate.
  - ❖ Decrease the number of small businesses that fail.
  - ❖ Increase the number of childcare facilities which meet established basic standards.
- ◆ Neighborhood Improvements
  - ❖ Increase the number of people who rate their neighborhood livability high.
  - ❖ Increase the percentage of people who feel safe walking alone in their neighborhood.
- ◆ Homeless Facilities and Services
  - ❖ Decrease the percentage of people who are homeless.
- ◆ Youth Employment and Empowerment
  - ❖ Increase the high school completion rate.
  - ❖ Increase the percentage of students who achieve at the *proficient* or *advanced* level in each subject tested.
  - ❖ Increase the percentage of people over 18 who volunteer at least 50 hours of their time per year to civic, community, church, or non-profit activities.
- ◆ Public Safety
  - ❖ Increase the percentage of people who feel safe walking alone in their neighborhood.
- ◆ Community and Targeted Initiatives
  - ❖ Increase the number of people who rate their neighborhood livability high.

## Overview of Programs

### HOUSING PROGRAMS

The housing program area includes both capital for housing development and operating support for social services related to housing. The major focus of the program area is on development of housing affordable to low and moderate income households. Significant services also include homebuyer programs, homeowner repair, rental rehabilitation and production, and special needs housing. Housing services programs include information and referral, education, and fair housing and housing counseling services for low and moderate income households.

### ECONOMIC DEVELOPMENT

The City's Economic Development program mission is to increase economic opportunities, create and retain wealth, and promote healthy neighborhoods for all City residents. BHCD supports these efforts by focusing its funding on economic development programs which benefit low income residents and promote the physical and economic revitalization of targeted neighborhoods. Economic development programs for FY 1999-00 continue to primarily focus on N/NE and Outer SE Portland. Workforce development funding focuses on linking low-income residents to employment opportunities through basic skills development and implementation of the City's target industry strategy.

### NEIGHBORHOOD IMPROVEMENTS

The Neighborhood Improvement Program Area provides funding for capital and other projects which have a long term impact on neighborhoods. Types of products include residential street and drainage construction, neighborhood park development and construction, construction and rehabilitation of public facilities, and major community planning projects.

### HOMELESS FACILITIES & SERVICES

The Homeless Facilities and Services Program Area supports the community's continuum of care for homeless individuals, families and unaccompanied youth. Program activities support the planning and contracting of all services for homeless single adults, winter emergency shelter for all homeless populations, and the development and operation of homeless facilities for families and unaccompanied youth.

### YOUTH EMPLOYMENT & INVOLVEMENT

The Youth Employment and Involvement programs provide at risk young people with summer and year-round education, training, work experience, cultural enrichment, self esteem building, and support to prepare them to enter the workforce. They provide youth support and assistance for finding and keeping a job, and meaningful opportunities to become involved in and assist in improving their community. Through these programs, young people may be given work on a summer youth crew that focuses on neighborhood improvement, be placed in a private sector job, or be part of a year long training program that blends education and hands-on work experience.

**PUBLIC SAFETY**

The Public Safety Program Area provides services for victims of crime and violence, gang prevention and intervention, community corrections, community policing and other services which are community based and related to the corrections and law enforcement systems.

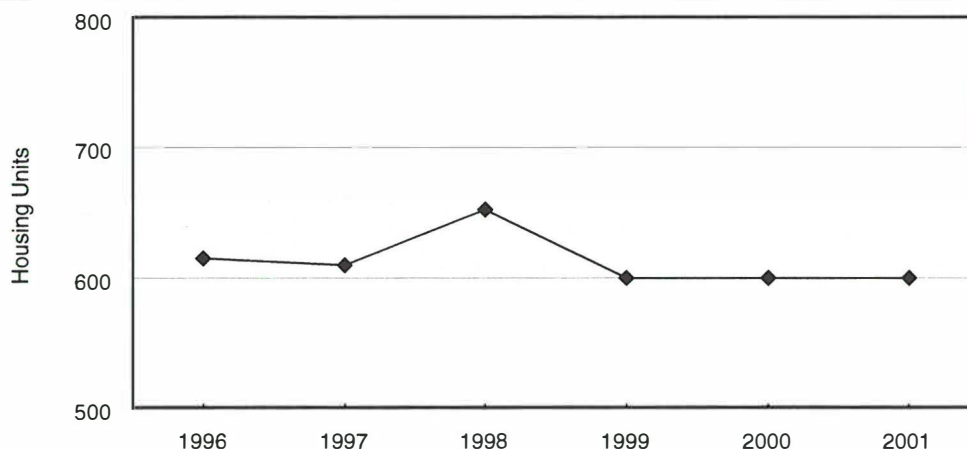
**COMMUNITY & TARGETED INITIATIVES**

The Community and Targeted Initiatives Program Area contributes to community revitalization by providing targeted service delivery and support to low and moderate income neighborhoods. Small one-time grants for innovative grassroots projects build the capacity of residents and address identified community needs. Designation of target areas (9 areas) for multi-year financial and technical assistance to carry out community-based revitalization build leadership and capacity among neighborhood residents and businesses and contribute to improved physical appearance and livability of neighborhoods. A variety of support services to targeted communities is also included in this program area, including targeted code enforcement, storefront improvement grants and technical assistance.

## Performance Measures

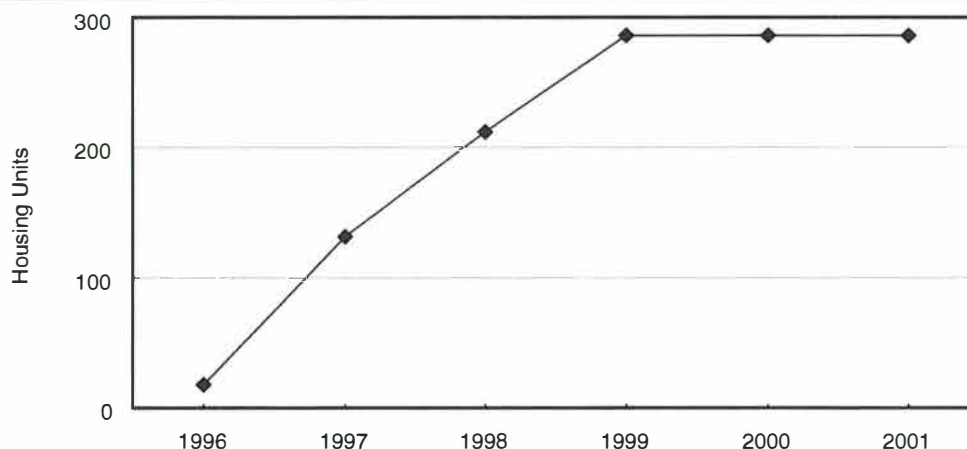
**Number of rehabilitated housing units**

- ◆ Housing rehabilitation financed by the City is expected to maintain a steady pace.



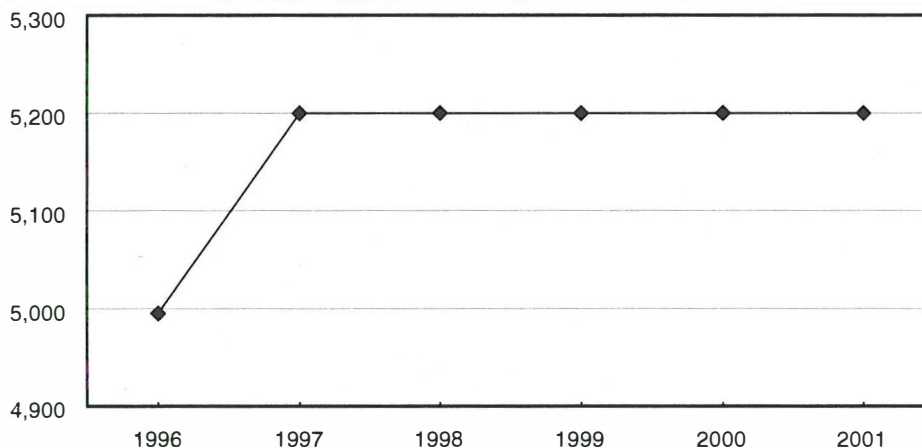
**Number of new housing units built**

- ◆ Housing production financed by the City has maintained a steady pace due to high interest on non-profit and for profit developers



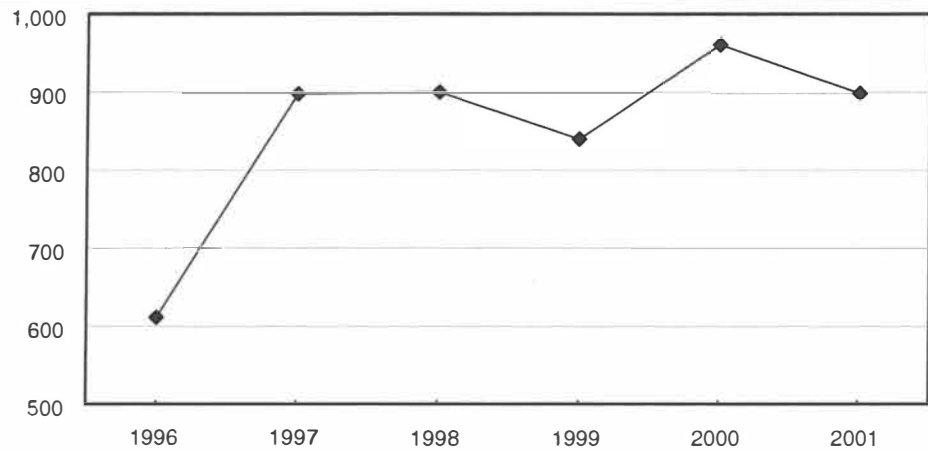
**Number of individuals provided emergency shelter and transitional housing**

- ◆ Increase in individuals served is due to stabilization of resources for homeless services
- ◆ The City continues to provide a continuum of care from outreach and shelters to transitional and permanent housing



**No. of youth placed in summer or year round employment**

- ◆ Higher risk youth require more labor intensive staffing and deeper wage subsidies
- ◆ Larger numbers of lower to moderate risk youth can be served with equivalent resources
- ◆ Programs integrating employment and education are more expensive and more effective



# Bureau of Housing and Community Development AU 540

## PERFORMANCE MEASURES

|   | Actual<br>FY 1995-96 | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Yr End Est.<br>FY 1998-99 | Target<br>FY 1999-00 | Target<br>FY 2000-01 |
|---|----------------------|----------------------|----------------------|---------------------------|----------------------|----------------------|
| <b>Housing Programs</b>   |                      |                      |                      |                           |                      |                      |
| <b>Workload</b>   |                      |                      |                      |                           |                      |                      |
| Housing units rehabilitated   | 615                  | 610                  | 652                  | 600                       | 600                  | 600                  |
| New Housing Built   | 18                   | 132                  | 212                  | 286                       | 286                  | 286                  |
| <b>Effectiveness</b>  |                      |                      |                      |                           |                      |                      |
| Housholds assisted experiencing improved housing circumstances.             | N/A                  | N/A                  | 80%                  | 80%                       | 80%                  | 80%                  |
| <b>Efficiency</b>   |                      |                      |                      |                           |                      |                      |
| Average BHCD funds invested per unit on new housing                         | \$28,316             | \$11,802             | \$21,309             | \$25,000                  | \$30,000             | \$32,000             |
| Average BHCD funds invested per unit on rehab housing.                      | \$8,000              | \$7,012              | \$6,179              | \$7,000                   | \$8,000              | \$10,000             |
| <b>Economic Development</b>   |                      |                      |                      |                           |                      |                      |
| <b>Workload</b>   |                      |                      |                      |                           |                      |                      |
| Development Opportunity Strategies (DOS) completed                          | 18                   | 12                   | 17                   | 8                         | 18                   | 18                   |
| <b>Effectiveness</b>  |                      |                      |                      |                           |                      |                      |
| Private \$ leveraged by DOS   | \$14                 | \$14                 | \$1                  | \$14                      | \$14                 | \$14                 |
| <b>Efficiency</b>   |                      |                      |                      |                           |                      |                      |
| Projects underway   | 7                    | 7                    | 8                    | 6                         | 4                    | 4                    |
| <b>Neighborhood Improvements</b>  |                      |                      |                      |                           |                      |                      |
| <b>Workload</b>   |                      |                      |                      |                           |                      |                      |
| Sidewalk/Street miles designed  | 2.08                 | 1.30                 | 0.61                 | 0.15                      | 0.15                 | 0.15                 |
| <b>Effectiveness</b>  |                      |                      |                      |                           |                      |                      |
| Street miles constructed  | 0.66                 | 2.82                 | 1.30                 | 0.61                      | 0.15                 | 0.15                 |
| Sidewalk miles constructed  | 2.90                 | 3.80                 | 2.10                 | 1.20                      | 1.20                 | 1.20                 |
| <b>Efficiency</b>   |                      |                      |                      |                           |                      |                      |
| Streets Marketed/Constructed  | n/a                  | 50%                  | 50%                  | 60%                       | 70%                  | 70%                  |
| <b>Homeless Facilities &amp; Services</b>                                   |                      |                      |                      |                           |                      |                      |
| <b>Workload</b>   |                      |                      |                      |                           |                      |                      |
| Individuals provided emergency shelter and transitional housing             | 4,995                | 5,200                | 5,200                | 5,200                     | 5,200                | 5,200                |
| <b>Effectiveness</b>  |                      |                      |                      |                           |                      |                      |
| Individuals moved to more stable or permanent housing                       | n/a                  | 1,000                | 1,000                | 1,000                     | 1,000                | 1,000                |
| <b>Efficiency</b>   |                      |                      |                      |                           |                      |                      |
| Adults in permanent housing after 6 months                                  | n/a                  | 500                  | 500                  | 500                       | 500                  | 500                  |
| <b>Youth Employment &amp; Involvement</b>                                   |                      |                      |                      |                           |                      |                      |
| <b>Workload</b>   |                      |                      |                      |                           |                      |                      |
| Youth placed in subsidized or unsubsidized summer or year round employment. | 611                  | 898                  | 900                  | 840                       | 961                  | 900                  |
| <b>Effectiveness</b>  |                      |                      |                      |                           |                      |                      |
| Summer youth remaining in or returning to school.                           | 248                  | 1,226                | 700                  | 620                       | 227                  | 700                  |
| <b>Efficiency</b>   |                      |                      |                      |                           |                      |                      |
| Cost per youth placed in subsidized summer employment                       | n/a                  | \$1,747              | \$2,000              | \$2,000                   | \$1,485              | \$2,000              |
| <b>Public Safety</b>  |                      |                      |                      |                           |                      |                      |
| <b>Workload</b>   |                      |                      |                      |                           |                      |                      |
| Women & children provided immediate safety in crisis situations             | 255                  | 221                  | 368                  | 368                       | 368                  | 368                  |

# Bureau of Housing and Community Development AU 540

## PERFORMANCE MEASURES

|   | Actual<br>FY 1995-96 | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Yr End Est.<br>FY 1998-99 | Target<br>FY 1999-00 | Target<br>FY 2000-01 |
|---|----------------------|----------------------|----------------------|---------------------------|----------------------|----------------------|
| <b>Effectiveness</b>  |                      |                      |                      |                           |                      |                      |
| Women & children who leave shelter for safe housing             | 158                  | 106                  | 184                  | 184                       | 184                  | 184                  |
| <b>Efficiency</b>   |                      |                      |                      |                           |                      |                      |
| Cost per shelter night per person                               | \$40                 | \$40                 | \$42                 | \$42                      | \$42                 | \$42                 |
| <b>Community &amp; Targeted Initiatives</b>                     |                      |                      |                      |                           |                      |                      |
| <b>Workload</b>   |                      |                      |                      |                           |                      |                      |
| Community Initiative Projects                                   | 19                   | 24                   | 19                   | 25                        | 20                   | 20                   |
| <b>Effectiveness</b>  |                      |                      |                      |                           |                      |                      |
| Community Initiative projects successfully completed            | 80%                  | 80%                  | 86%                  | 86%                       | 90%                  | 90%                  |
| <b>Efficiency</b>   |                      |                      |                      |                           |                      |                      |
| Percent of resources leveraged by Community Initiative projects |                      |                      | 183%                 | 177%                      | 150%                 | 150%                 |

# Bureau of Housing and Community Development AU 540

## SUMMARY OF BUREAU BUDGET

|   | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>EXPENDITURES</b>   |                      |                      |                       |                        |                       |
| <b>Operating Budget</b>   |                      |                      |                       |                        |                       |
| Personal Services   | 1,020,441            | 1,030,422            | 1,187,883             | 1,256,595              | 1,256,595             |
| External Materials and Service  | 4,045,815            | 5,129,150            | 6,979,676             | 6,650,114              | 6,651,844             |
| Internal Materials and Service  | 79,327               | 80,804               | 107,647               | 265,253                | 265,253               |
| Minor Capital Outlay  | 0                    | 0                    | 0                     | 0                      | 0                     |
| Equipment Cash Transfers  | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>Total Operating Budget</b>   | 5,145,583            | 6,240,376            | 8,275,206             | 8,171,962              | 8,173,692             |
| Capital Improvements  | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>TOTAL BUREAU EXPENDITURES</b>  | <b>\$ 5,145,583</b>  | <b>\$ 6,240,376</b>  | <b>\$ 8,275,206</b>   | <b>\$ 8,171,962</b>    | <b>\$ 8,173,692</b>   |
| Allocated Overhead Costs  |                      |                      | 0                     | 0                      | 0                     |
| <b>Total Cost with Allocated Overhead</b>   |                      |                      | 8,275,206             | 8,171,962              | 8,173,692             |
| <b>Authorized Full-Time Positions</b>   |                      |                      |                       |                        |                       |
| General Fund Discretionary  | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>TOTAL POSITIONS</b>  | <b>17</b>            | <b>17</b>            | <b>18</b>             | <b>18</b>              | <b>18</b>             |
| <b>RESOURCES</b>  |                      |                      |                       |                        |                       |
| Discretionary General Fund  |                      | 2,277,753            | 2,606,497             | 2,822,579              | 2,822,579             |
| <b>Non-Discretionary Revenues</b>   |                      |                      |                       |                        |                       |
| Grants & Donations  |                      | 2,281,679            | 3,824,187             | 3,438,265              | 3,439,995             |
| Contract Revenues   |                      | 415,305              | 410,394               | 320,000                | 320,000               |
| Interagency Revenues  |                      | 1,265,638            | 1,434,128             | 1,591,118              | 1,591,118             |
| Bureau Program Revenues   |                      | 0                    | 0                     | 0                      | 0                     |
| Overhead Revenues   |                      | 0                    | 0                     | 0                      | 0                     |
| <b>Total Non-Discretionary Revenues</b>   |                      | 3,962,622            | 5,668,709             | 5,349,383              | 5,351,113             |
| <b>TOTAL GENERAL FUND RESOURCES</b>   |                      | <b>\$ 6,240,375</b>  | <b>\$ 8,275,206</b>   | <b>\$ 8,171,962</b>    | <b>\$ 8,173,692</b>   |
| Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.         |                      |                      |                       |                        |                       |
| Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue. |                      |                      |                       |                        |                       |
| <b>PROGRAMS</b>   |                      |                      |                       |                        |                       |
| BHCD Administration   |                      | 1,265,641            | 1,453,620             | 1,639,518              | 1,639,518             |
| Positions   |                      | 17                   | 18                    | 18                     | 18                    |
| Housing Programs  |                      | 1,265,671            | 2,938,940             | 2,514,847              | 2,514,847             |
| Positions   |                      | 0                    | 0                     | 0                      | 0                     |
| Economic Development  |                      | 20,000               | 0                     | 0                      | 0                     |
| Positions   |                      | 0                    | 0                     | 0                      | 0                     |
| Neighborhood Improvements   |                      | 0                    | 20,000                | 0                      | 0                     |
| Positions   |                      | 0                    | 0                     | 0                      | 0                     |
| Homeless Facilities & Services  |                      | 1,426,413            | 1,792,687             | 2,250,208              | 2,251,938             |
| Positions   |                      | 0                    | 0                     | 0                      | 0                     |
| Youth Employment & Involvement  |                      | 1,841,873            | 1,699,159             | 1,388,617              | 1,388,617             |
| Positions   |                      | 0                    | 0                     | 0                      | 0                     |
| Public Safety   |                      | 420,778              | 370,800               | 378,772                | 378,772               |
| Positions   |                      | 0                    | 0                     | 0                      | 0                     |
| Community & Targeted Initiatives  |                      | 0                    | 0                     | 0                      | 0                     |
| Positions   |                      | 0                    | 0                     | 0                      | 0                     |
| <b>TOTAL PROGRAMS</b>   |                      | <b>\$ 6,240,376</b>  | <b>\$ 8,275,206</b>   | <b>\$ 8,171,962</b>    | <b>\$ 8,173,692</b>   |
| Positions   |                      | <b>17</b>            | <b>18</b>             | <b>18</b>              | <b>18</b>             |



## Bureau of Housing and Community Development AU 540

## LINE ITEM DETAIL

|   | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>Personnel Services</b>                   |                      |                      |                       |                        |                       |
| 511000 Full-Time Employees                  | 634,372              | 626,831              | 851,688               | 899,508                | 899,508               |
| 512000 Part-Time Employees                  | 14,649               | 36,093               | 25,056                | 26,912                 | 26,912                |
| 514000 Overtime                             | 45                   | 0                    | 0                     | 0                      | 0                     |
| 517000 Benefits                             | 261,559              | 263,728              | 311,139               | 330,175                | 330,175               |
| 518000 Paid Absence                         | 109,816              | 103,770              | 0                     | 0                      | 0                     |
| <b>Total Personnel Services</b>             | <b>1,020,441</b>     | <b>1,030,422</b>     | <b>1,187,883</b>      | <b>1,256,595</b>       | <b>1,256,595</b>      |
| <b>Materials and Services</b>               |                      |                      |                       |                        |                       |
| <b>External Materials and Service</b>       |                      |                      |                       |                        |                       |
| 521000 Professional Services                | 11,883               | 25,415               | 21,900                | 43,137                 | 43,137                |
| 522000 Utilities                            | 39                   | 10                   | 0                     | 0                      | 0                     |
| 523000 Equipment Rental                     | 0                    | 0                    | 0                     | 0                      | 0                     |
| 524000 Repair & Maintenance Services        | 3,680                | 2,735                | 3,000                 | 3,032                  | 3,032                 |
| 525000 Non-Capital Improvement              | 0                    | 0                    | 0                     | 0                      | 0                     |
| 528000 Local Match Payments                 | 0                    | 0                    | 0                     | 0                      | 0                     |
| 529000 Miscellaneous Services               | 3,903,200            | 4,974,735            | 6,801,586             | 6,532,444              | 6,534,174             |
| 531000 Office Supplies                      | 6,798                | 4,569                | 5,560                 | 5,620                  | 5,620                 |
| 532000 Operating Supplies                   | 116                  | 974                  | 4,000                 | 4,000                  | 4,000                 |
| 533000 Repair & Maintenance Supplies        | 0                    | 0                    | 0                     | 0                      | 0                     |
| 534000 Minor Equipment & Tools              | 44,953               | 9,701                | 10,800                | 10,917                 | 10,917                |
| 535000 Clothing & Uniforms                  | 0                    | 0                    | 0                     | 0                      | 0                     |
| 539000 Other Commodities External           | 4,723                | 5,382                | 8,500                 | 8,592                  | 8,592                 |
| 541000 Education                            | 7,563                | 7,197                | 11,665                | 11,791                 | 11,791                |
| 542000 Local Travel                         | 4,038                | 5,350                | 5,000                 | 6,054                  | 6,054                 |
| 543000 Out-of-Town Travel                   | 5,480                | 7,168                | 8,765                 | 8,860                  | 8,860                 |
| 544000 Space Rental                         | 46,442               | 77,703               | 83,400                | 0                      | 0                     |
| 545000 Interest                             | 0                    | 0                    | 0                     | 0                      | 0                     |
| 546000 Refunds                              | 0                    | 0                    | 0                     | 0                      | 0                     |
| 547000 Retirement System Payments           | 0                    | 0                    | 0                     | 0                      | 0                     |
| 549000 Miscellaneous                        | 6,900                | 8,211                | 15,500                | 15,667                 | 15,667                |
| <b>Total External Materials and Service</b> | <b>4,045,815</b>     | <b>5,129,150</b>     | <b>6,979,676</b>      | <b>6,650,114</b>       | <b>6,651,844</b>      |
| <b>Internal Materials and Service</b>       |                      |                      |                       |                        |                       |
| 551000 Fleet Services                       | 2,708                | 4,212                | 3,113                 | 3,623                  | 3,623                 |
| 552000 Printing & Distribution              | 23,181               | 22,854               | 28,486                | 30,134                 | 30,134                |
| 553000 Facilities Services                  | 427                  | 197                  | 912                   | 171,803                | 163,966               |
| 554000 Communications Services              | 13,478               | 12,745               | 14,207                | 14,361                 | 14,361                |
| 555000 Data Processing Services             | 15,173               | 15,937               | 19,678                | 23,316                 | 31,153                |
| 556000 Insurance                            | 24,360               | 24,859               | 21,251                | 22,016                 | 22,016                |
| 557000 Master Lease                         | 0                    | 0                    | 0                     | 0                      | 0                     |
| 558000 Same Fund Services                   | 0                    | 0                    | 20,000                | 0                      | 0                     |
| 559000 Other Fund Services                  | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>Total Internal Materials and Service</b> | <b>79,327</b>        | <b>80,804</b>        | <b>107,647</b>        | <b>265,253</b>         | <b>265,253</b>        |
| <b>Total Materials and Services</b>         | <b>4,125,142</b>     | <b>5,209,954</b>     | <b>7,087,323</b>      | <b>6,915,367</b>       | <b>6,917,097</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                     |
| 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>\$ 5,145,583</b>  | <b>\$ 6,240,376</b>  | <b>\$ 8,275,206</b>   | <b>\$ 8,171,962</b>    | <b>\$ 8,173,692</b>   |

**Bureau of Housing and Community Development AU 540**

**FULL-TIME POSITIONS**

|                                  |                                  | Actual<br>FY 1997 | Actual<br>FY 1998 | Revised<br>FY 1998-99 |                   | Approved<br>FY 1999-00 |                   | Adopted<br>FY 1999-00 |                   |
|----------------------------------|----------------------------------|-------------------|-------------------|-----------------------|-------------------|------------------------|-------------------|-----------------------|-------------------|
| Class                            | Title                            | No.               | No.               | No.                   | Amount            | No.                    | Amount            | No.                   | Amount            |
| 815                              | Administrative Specialist        | 3                 | 1                 | 1                     | 27,708            | 1                      | 29,910            | 1                     | 29,910            |
| 922                              | Administrative Supervisor II     | 1                 | 1                 | 1                     | 51,847            | 1                      | 54,433            | 1                     | 54,433            |
| 826                              | Assistant Financial Analyst      | 1                 | 0                 | 0                     | 0                 | 0                      | 0                 | 0                     | 0                 |
| 962                              | Assistant Program Specialist     | 0                 | 3                 | 4                     | 168,361           | 4                      | 176,849           | 4                     | 176,849           |
| 514                              | Associate Accountant             | 0                 | 1                 | 1                     | 33,348            | 1                      | 36,921            | 1                     | 36,921            |
| 7480                             | Community Development Director   | 1                 | 1                 | 1                     | 83,144            | 1                      | 86,376            | 1                     | 86,376            |
| 7490                             | Community Relations Assistant    | 5                 | 0                 | 0                     | 0                 | 0                      | 0                 | 0                     | 0                 |
| 2544                             | Information Systems Analyst IV   | 1                 | 0                 | 0                     | 0                 | 0                      | 0                 | 0                     | 0                 |
| 966                              | Program Coordinator              | 0                 | 1                 | 1                     | 44,304            | 1                      | 47,176            | 1                     | 47,176            |
| 968                              | Program Manager I                | 3                 | 3                 | 3                     | 170,794           | 3                      | 179,385           | 3                     | 179,385           |
| 970                              | Program Manager II               | 1                 | 2                 | 2                     | 116,147           | 2                      | 122,594           | 2                     | 122,594           |
| 964                              | Program Specialist               | 0                 | 2                 | 2                     | 84,006            | 2                      | 90,324            | 2                     | 90,324            |
| 221                              | Secretarial Clerk II             | 0                 | 1                 | 1                     | 29,747            | 1                      | 31,692            | 1                     | 31,692            |
| 515                              | Senior Accountant                | 0                 | 1                 | 1                     | 42,282            | 1                      | 43,848            | 1                     | 43,848            |
| 7494                             | Sr Community Relation Specialist | 1                 | 0                 | 0                     | 0                 | 0                      | 0                 | 0                     | 0                 |
| <b>TOTAL FULL-TIME POSITIONS</b> |                                  | <b>17</b>         | <b>17</b>         | <b>18</b>             | <b>\$ 851,688</b> | <b>18</b>              | <b>\$ 899,508</b> | <b>18</b>             | <b>\$ 899,508</b> |

# Bureau of Housing and Community Development AU 540

## 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       |             |   |
|   | 7,658,628 | 0        | 7,658,628           | 18.0        | FY 1999-2000 Current Service Level Estimate |
| <b>CSL Estimate Adjustments</b>                 |           |          |                     |             |   |
|   | 1,702     | 0        | 1,702               | 0.0         | Child Care Facility                         |
|   | 10,114    | 0        | 10,114              | 0.0         | Backbone Adjustment                         |
|   | 1,518     | 0        | 1,518               | 0.0         | BIT Interagency Adjustment                  |
| <b>Mayor's Proposed Budget Decisions</b>        |           |          |                     |             |   |
|   | 350,000   | 150,000  | 500,000             |             | Homeless Youth                              |
| <b>Approved Budget Additions and Reductions</b> |           |          |                     |             |   |
|   |           |          |                     |             | None  |
| <b>Adopted Budget Additions and Reductions</b>  |           |          |                     |             |   |
|   | 0         | 1,730    | 1,730               | 0.0         | Technical adjustment-McKinney Grant         |
|   | 363,334   | 151,730  | 515,064             | 0.0         | Total FY 1999-2000 Decision Packages        |
|   |           |          | <b>\$ 8,173,692</b> | <b>18.0</b> | Total Adopted Budget                        |
| <b>FY1999-2000 Decision Packages Not Funded</b> |           |          |                     |             |   |
|   |           |          |                     |             | None  |
|   |           |          | <b>\$ 0</b>         | <b>0.0</b>  | Total Decision Packages Not Funded          |

# Housing and Community Development Fund – 254

## FUND SUMMARY

|                                       | Actual<br>FY 1996–97 | Actual<br>FY 1997–98 | Revised<br>FY 1998–99 | Yr End Est.<br>FY 1998–99 | Approved<br>FY 1999–00 | Adopted<br>FY 1999–00 |
|---------------------------------------|----------------------|----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| <b>RESOURCES</b>                      |                      |                      |                       |                           |                        |                       |
| <b>External Revenues</b>              |                      |                      |                       |                           |                        |                       |
| <b>Service Charges and Fees</b>       |                      |                      |                       |                           |                        |                       |
| Miscellaneous                         | 399,062              | 115,825              | 92,133                | 123,476                   | 117,200                | 117,200               |
|                                       | 399,062              | 115,825              | 92,133                | 123,476                   | 117,200                | 117,200               |
| <b>Federal Sources</b>                |                      |                      |                       |                           |                        |                       |
| Federal Grants                        | 11,852,349           | 10,584,728           | 19,763,441            | 15,579,467                | 13,822,000             | 13,875,678            |
|                                       | 11,852,349           | 10,584,728           | 19,763,441            | 15,579,467                | 13,822,000             | 13,875,678            |
| <b>Local Sources</b>                  |                      |                      |                       |                           |                        |                       |
| Local Cost Sharing                    | 20,886               | 17,604               | 0                     | 0                         | 0                      | 0                     |
|                                       | 20,886               | 17,604               | 0                     | 0                         | 0                      | 0                     |
| <b>Miscellaneous Revenues</b>         |                      |                      |                       |                           |                        |                       |
| Collection of Assessment              | 87,527               | 68,437               | 75,000                | 87,000                    | 75,000                 | 75,000                |
| Interest Earned                       | 21,115               | 10,640               | 0                     | 0                         | 0                      | 0                     |
| Loan Repayments                       | 7,472,592            | 5,850,755            | 9,370,947             | 7,271,755                 | 7,789,200              | 9,121,252             |
|                                       | 7,581,234            | 5,929,832            | 9,445,947             | 7,358,755                 | 7,864,200              | 9,196,252             |
| <b>Total External Revenues</b>        | 19,853,531           | 16,647,989           | 29,301,521            | 23,061,698                | 21,803,400             | 23,189,130            |
| <b>Internal Revenues</b>              |                      |                      |                       |                           |                        |                       |
| <b>TOTAL RESOURCES</b>                | <b>\$ 19,853,531</b> | <b>\$ 16,647,989</b> | <b>\$ 29,301,521</b>  | <b>\$ 23,061,698</b>      | <b>\$ 21,803,400</b>   | <b>\$ 23,189,130</b>  |
| <b>REQUIREMENTS</b>                   |                      |                      |                       |                           |                        |                       |
| <b>Bureau Expenses</b>                |                      |                      |                       |                           |                        |                       |
| <b>External Materials and Service</b> |                      |                      |                       |                           |                        |                       |
| Buildings                             | 15,796,991           | 13,798,566           | 25,221,269            | 19,318,605                | 18,972,494             | 20,358,224            |
| Community Development                 | 414,960              | 380,136              | 455,518               | 455,518                   | 374,309                | 374,309               |
| Environmental Services                | 1,224,027            | 1,115,160            | 1,223,929             | 1,101,536                 | 1,378,362              | 1,378,362             |
| Finance & Administration              | 0                    | 0                    | 78,000                | 0                         | 0                      | 0                     |
| LID Construction Fund                 | 39,664               | 44,564               | 46,035                | 46,035                    | 46,864                 | 46,864                |
| Parks Bureau                          | 1,800,390            | 349,541              | 995,300               | 861,654                   | 150,000                | 150,000               |
| Planning                              | 27,168               | 276,409              | 73,138                | 73,138                    | 0                      | 0                     |
| Police Bureau                         | 147,212              | 217,104              | 293,344               | 281,860                   | 181,720                | 181,720               |
| Refuse Disposal                       | 105,948              | 111,113              | 85,000                | 85,000                    | 85,000                 | 85,000                |
| Sewer Revolving Loan                  | 11,622               | 0                    | 33,828                | 29,286                    | 15,000                 | 15,000                |
| Transportation                        | 0                    | 0                    | 366,000               | 384,381                   | 200,000                | 200,000               |
|                                       | 20,905               | 33,820               | 40,776                | 35,301                    | 40,443                 | 40,443                |
|                                       | 3,791,896            | 2,527,847            | 3,690,868             | 3,353,709                 | 2,471,698              | 2,471,698             |
| <b>Total Bureau Expenses</b>          | 19,588,887           | 16,326,413           | 28,912,137            | 22,672,314                | 21,444,192             | 22,829,922            |
| <b>Fund Requirements</b>              |                      |                      |                       |                           |                        |                       |
| <b>General Operating Contingency</b>  |                      |                      |                       |                           |                        |                       |
| General Operating Contingency         | 0                    | 0                    | 53,494                | 53,494                    | 43,789                 | 43,789                |
|                                       | 0                    | 0                    | 53,494                | 53,494                    | 43,789                 | 43,789                |
| <b>Fund Cash Transfers</b>            |                      |                      |                       |                           |                        |                       |
| Buildings Fund                        | 100,016              | 100,438              | 119,255               | 119,255                   | 112,892                | 112,892               |
| General Fund                          | 112,976              | 186,485              | 178,741               | 178,741                   | 167,738                | 167,738               |
| Refuse Disposal Fund                  | 1,840                | 0                    | 2,375                 | 2,375                     | 2,393                  | 2,393                 |
| Transportation Operating              | 49,812               | 34,651               | 35,519                | 35,519                    | 32,396                 | 32,396                |
|                                       | 264,644              | 321,574              | 335,890               | 335,890                   | 315,419                | 315,419               |
| <b>Unappropriated Ending Balance</b>  |                      |                      |                       |                           |                        |                       |
| Unappropriated Ending Balance         | 0                    | 2                    | 0                     | 0                         | 0                      | 0                     |
|                                       | 0                    | 2                    | 0                     | 0                         | 0                      | 0                     |
| <b>Total Fund Requirements</b>        | 264,644              | 321,576              | 389,384               | 389,384                   | 359,208                | 359,208               |
| <b>TOTAL REQUIREMENTS</b>             | <b>\$ 19,853,531</b> | <b>\$ 16,647,989</b> | <b>\$ 29,301,521</b>  | <b>\$ 23,061,698</b>      | <b>\$ 21,803,400</b>   | <b>\$ 23,189,130</b>  |

## LINE ITEM DETAIL – AU 532

|   | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Yr End Est.<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|----------------------|----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| <b>Materials and Services</b>               |                      |                      |                       |                           |                        |                       |
| <b>External Materials and Service</b>       |                      |                      |                       |                           |                        |                       |
| 521000 Professional Services                | 600                  | 960                  | 0                     | 0                         | 0                      | 0                     |
| 529000 Miscellaneous Services               | 15,794,786           | 13,797,516           | 25,221,269            | 19,318,605                | 18,972,494             | 20,358,224            |
| 549000 Miscellaneous                        | 1,605                | 90                   | 0                     | 0                         | 0                      | 0                     |
| <b>Total External Materials and Service</b> | <b>15,796,991</b>    | <b>13,798,566</b>    | <b>25,221,269</b>     | <b>19,318,605</b>         | <b>18,972,494</b>      | <b>20,358,224</b>     |
| <b>Internal Materials and Service</b>       |                      |                      |                       |                           |                        |                       |
| 559000 Other Fund Services                  | 3,791,896            | 2,527,847            | 3,690,868             | 3,353,709                 | 2,471,698              | 2,471,698             |
| <b>Total Internal Materials and Service</b> | <b>3,791,896</b>     | <b>2,527,847</b>     | <b>3,690,868</b>      | <b>3,353,709</b>          | <b>2,471,698</b>       | <b>2,471,698</b>      |
| <b>Total Materials and Services</b>         | <b>19,588,887</b>    | <b>16,326,413</b>    | <b>28,912,137</b>     | <b>22,672,314</b>         | <b>21,444,192</b>      | <b>22,829,922</b>     |
| <b>TOTAL BUREAU EXPENSES</b>                | <b>\$ 19,588,887</b> | <b>\$ 16,326,413</b> | <b>\$ 28,912,137</b>  | <b>\$ 22,672,314</b>      | <b>\$ 21,444,192</b>   | <b>\$ 22,829,922</b>  |

## FUND OVERVIEW

## Revenues

The Community Development Block Grant Fund (CDBG) is comprised of the City's Community Development Block Grant entitlement from the United States Department of Housing and Urban Development, program income from loan repayments, lien payments, revenue generated from CDBG funded activities, carryover funds from prior year, private leveraged resources, and repayments on float activities.

## Structure

This fund is an entitlement grant fund which is reimbursed by the federal government for actual expenditures less any program income received and reported with the expenditures. Since requests for reimbursement cannot exceed expenditures less program income, the fund will not have an ending balance.

## Carryover

Entitlement appropriations remaining at the end of the fiscal year are carried over in the fall supplemental budget process. The supplemental budget includes obligated carryover, appropriation for projects which have been authorized and budgeted in the prior year, and carryover appropriation for expanded projects or new requests. Also, a small amount of unobligated carryover is reserved as a base resource for the upcoming fiscal year. Unobligated carryover of \$600,000 is included in this budget.

## CHANGES FROM PRIOR YEAR

## Entitlement

The Community Development Block Grant entitlement for FY 1999-00 is \$12,157,000, an increase of \$74,000.

## Program Income

The CDBG budgeted income totals reflect the loss of the \$1,581,000 Revolving Loan Fund. This was a one-time resource in FY 1998-99 which supported the Housing Program.

## Carryover

Obligated carryover for specific projects is increased by \$638,300. The larger carryover amount primarily is due to the capital costs for the homeless youth facility.

# Home Grant Fund – 255

## FUND SUMMARY

|   | Actual<br>FY 1996–97 | Actual<br>FY 1997–98 | Revised<br>FY 1998–99 | Yr End Est.<br>FY 1998–99 | Approved<br>FY 1999–00 | Adopted<br>FY 1999–00 |
|---|----------------------|----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| <b>RESOURCES</b>                            |                      |                      |                       |                           |                        |                       |
| <b>External Revenues</b>                    |                      |                      |                       |                           |                        |                       |
| <b>Federal Sources</b>                      |                      |                      |                       |                           |                        |                       |
| Federal Grants                              | 4,862,760            | 2,262,633            | 9,100,758             | 4,591,715                 | 4,276,000              | 4,276,000             |
|   | 4,862,760            | 2,262,633            | 9,100,758             | 4,591,715                 | 4,276,000              | 4,276,000             |
| <b>Miscellaneous Revenues</b>               |                      |                      |                       |                           |                        |                       |
| Loan Repayments                             | 207,540              | 348,492              | 230,000               | 500,633                   | 300,000                | 300,000               |
|   | 207,540              | 348,492              | 230,000               | 500,633                   | 300,000                | 300,000               |
| <b>Total External Revenues</b>              | <b>5,070,300</b>     | <b>2,611,125</b>     | <b>9,330,758</b>      | <b>5,092,348</b>          | <b>4,576,000</b>       | <b>4,576,000</b>      |
| <b>Internal Revenues</b>                    |                      |                      |                       |                           |                        |                       |
| <b>TOTAL RESOURCES</b>                      | <b>\$ 5,070,300</b>  | <b>\$ 2,611,125</b>  | <b>\$ 9,330,758</b>   | <b>\$ 5,092,348</b>       | <b>\$ 4,576,000</b>    | <b>\$ 4,576,000</b>   |
| <b>REQUIREMENTS</b>                         |                      |                      |                       |                           |                        |                       |
| <b>Bureau Expenses</b>                      |                      |                      |                       |                           |                        |                       |
| <b>External Materials and Service</b>       |                      |                      |                       |                           |                        |                       |
| Community Development                       | 142,459              | 150,479              | 210,199               | 191,981                   | 212,756                | 212,756               |
| Housing Investment Fund                     | 0                    | 0                    | 233,000               | 233,000                   | 0                      | 0                     |
|   | 142,459              | 150,479              | 443,199               | 424,981                   | 212,756                | 212,756               |
| <b>Total Bureau Expenses</b>                | <b>5,070,300</b>     | <b>2,611,125</b>     | <b>9,279,281</b>      | <b>5,040,871</b>          | <b>4,527,862</b>       | <b>4,532,568</b>      |
| <b>Fund Requirements</b>                    |                      |                      |                       |                           |                        |                       |
| <b>General Operating Contingency</b>        |                      |                      |                       |                           |                        |                       |
| General Operating Contingency               | 0                    | 0                    | 51,477                | 51,477                    | 48,138                 | 43,432                |
|   | 0                    | 0                    | 51,477                | 51,477                    | 48,138                 | 43,432                |
| <b>Total Fund Requirements</b>              | <b>0</b>             | <b>0</b>             | <b>51,477</b>         | <b>51,477</b>             | <b>48,138</b>          | <b>43,432</b>         |
| <b>TOTAL REQUIREMENTS</b>                   | <b>\$ 5,070,300</b>  | <b>\$ 2,611,125</b>  | <b>\$ 9,330,758</b>   | <b>\$ 5,092,348</b>       | <b>\$ 4,576,000</b>    | <b>\$ 4,576,000</b>   |
| <b>LINE ITEM DETAIL – AU 537</b>            |                      |                      |                       |                           |                        |                       |
| <b>Materials and Services</b>               |                      |                      |                       |                           |                        |                       |
| <b>External Materials and Service</b>       |                      |                      |                       |                           |                        |                       |
| 529000 Miscellaneous Services               | 4,927,841            | 2,460,646            | 8,836,082             | 4,615,890                 | 4,315,106              | 4,319,812             |
| <b>Total External Materials and Service</b> | <b>4,927,841</b>     | <b>2,460,646</b>     | <b>8,836,082</b>      | <b>4,615,890</b>          | <b>4,315,106</b>       | <b>4,319,812</b>      |
| <b>Internal Materials and Service</b>       |                      |                      |                       |                           |                        |                       |
| 559000 Other Fund Services                  | 142,459              | 150,479              | 443,199               | 424,981                   | 212,756                | 212,756               |
| <b>Total Internal Materials and Service</b> | <b>142,459</b>       | <b>150,479</b>       | <b>443,199</b>        | <b>424,981</b>            | <b>212,756</b>         | <b>212,756</b>        |
| <b>Total Materials and Services</b>         | <b>5,070,300</b>     | <b>2,611,125</b>     | <b>9,279,281</b>      | <b>5,040,871</b>          | <b>4,527,862</b>       | <b>4,532,568</b>      |
| <b>TOTAL BUREAU EXPENSES</b>                | <b>\$ 5,070,300</b>  | <b>\$ 2,611,125</b>  | <b>\$ 9,279,281</b>   | <b>\$ 5,040,871</b>       | <b>\$ 4,527,862</b>    | <b>\$ 4,532,568</b>   |

## FUND OVERVIEW

The HOME Program is a federal entitlement program of the United States Department of Housing and Urban Development. The purpose of the grant is to assist local governments with the development of affordable housing.

### Portland HOME Consortium

The Portland HOME Consortium, consisting of the City of Portland, the City of Gresham, and Multnomah County, will receive \$4.276 million in FY 1999-00. Portland is the lead partner of the Consortium and is responsible for receiving and administering the HOME grant.

### Revenues and Expenditures

HOME funds will be used for acquisition, rehabilitation and/or new construction of housing for low income and special needs persons, and for rent assistance. The City will contract with implementing agencies or project sponsors to carry out eligible activities in accordance with the principles and priorities of the adopted Consolidated Plan. The HOME Fund includes the entitlement for the Consortium and program income earned by the use of HOME dollars.

**Structure**

The HOME Fund is an entitlement grant fund which is reimbursed by the federal government for actual expenditures less program income. Since requests for reimbursement cannot exceed expenditures less program income, the fund cannot have an ending balance.

**CHANGES FROM PRIOR YEAR****Entitlement**

The HOME entitlement for the Consortium for FY 1999-00 is \$4,276,000, an increase of \$317,000.

**Program Income**

HOME Program Income is estimated at \$300,000, an increase of \$70,000.





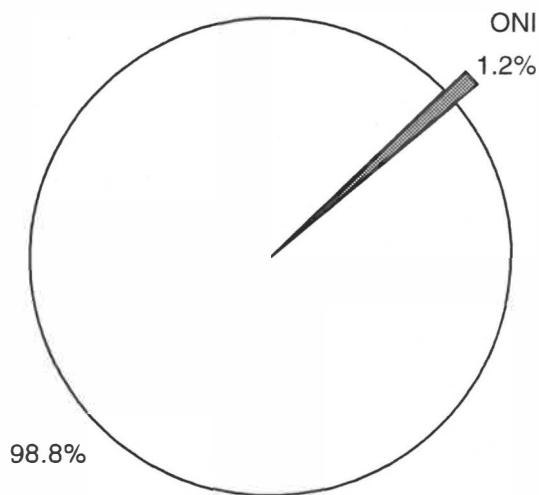
# Office of Neighborhood Involvement

Community Development Service Area

Dan Saltzman, Commissioner-in-Charge

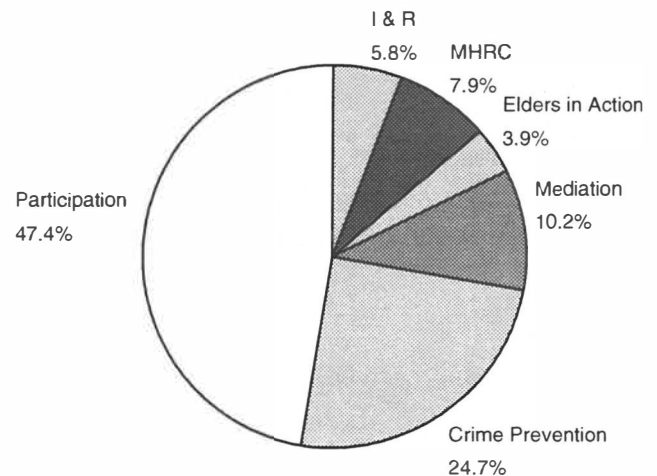
David Lane, Director

Percent of General Fund



General Fund = \$349.4 Million

Bureau Programs



Bureau Overview

| Expenditures in Millions                  | Revised<br>FY 1998-99 | Adopted<br>FY 1999-00 | Change from<br>Prior Year | Per Capita<br>Change |
|---|-----------------------|-----------------------|---------------------------|----------------------|
| Operating                                 | 4,025,719             | 4,076,327             | 50,608                    | -3.1%                |
| Capital                                   | 0                     | 0                     | 0                         | 0.0%                 |
| Allocated City Overhead Costs             | 109,888               | 158,341               | 48,453                    | 38.0%                |
| <b>Total Cost with Allocated Overhead</b> | <b>\$ 4,135,607</b>   | <b>\$ 4,234,668</b>   | <b>\$ 99,061</b>          | <b>-2.0%</b>         |
| Authorized Full-Time Positions            | 32                    | 36                    | 4                         | 7.7%                 |

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

## Bureau Summary

### BUREAU MISSION

The Office of Neighborhood Involvement is the service bureau that ensures opportunities for all Portland citizens to interact with their City government in building safe and livable neighborhoods. Citizen involvement results in more shared responsibility, more open and responsive government, and better decisions and policies.

ONI works to engage area residents in actions which build mutual respect among all people, improve the livability of neighborhoods, and increase the sense of community.

### BUREAU HIGHLIGHTS

#### Overview

The FY 1999-00 Office of Neighborhood Involvement budget reflects a continuation and strengthening of a range of programs and services related to citizen participation, neighborhood and community livability.

#### Neighborhood Network and Outreach to Citizens

The citizen participation programs of the Office of Neighborhood Involvement (ONI) are comprised of support to the neighborhood association network and to three centralized programs. Funds for the neighborhood network support contracts with five district coalition offices and two neighborhood offices. The three centralized citizen participation programs of ONI are Outreach Coordination/Citizen Training, the City's Refugee/Immigrant Coordinator, and the Downspout Disconnection Project, a partner project with the Bureau of Environmental Services.

#### Other Programs

ONI's other programs help build community and include:

- ◆ City Information and Referral.
- ◆ Crime Prevention, including Graffiti Abatement Program.
- ◆ Metropolitan Human Rights Center.
- ◆ Neighborhood Mediation Center.
- ◆ Elders in Action, via contract.

#### Changes from Prior Year

The Adopted Budget represents current service levels in most program areas with some exceptions.

#### Citizen Participation

Support for the neighborhood network is increased by \$50,000 of one-time funding to enhance the five coalition offices' upgrade of computer-related equipment and training. This effort mirrors the FY 1998-99 upgrade to the two City employee-based neighborhood offices, the cost of which was borne by the City's Information Technology Strategic Plan (ITSP). The goal is to ensure roughly comparable technology and training to all seven of the offices that directly support the neighborhood association network.

#### Crime Prevention

Crime prevention staff is increased by 1 FTE as part of the second year of the two-year budget cycle. This increase only returns staffing to the previously approved level of 10 FTE, as ONI had to cut a position mid-year to cover unanticipated overtime costs.

**Neighborhood Mediation Center**

The budget request for the Neighborhood Mediation Center provides full funding of the current service level for the City employee-based program. This represents the final steps of decision-making and closure after 18 months of an uncertain future for the Center.

**Graffiti Abatement**

The budget request also reflects the second year of the City's Graffiti Abatement Program in ONI. In the FY 1998-99 Adopted Budget, funding for this program was allocated under Special Appropriations, and was later moved into ONI's budget.

## General Description

### BUREAU OVERVIEW

The Office of Neighborhood Involvement (ONI) is a fundamental resource for citizens and City staff in the area of neighborhood and citizen involvement. To achieve this, ONI provides a range of programs and services related to citizen participation, neighborhood and community livability.

#### History

In 1973, the Office of Neighborhood Associations (ONA) was created to serve as a communication link between citizen volunteers, working in neighborhood associations, and the officials and staff of the City of Portland. These links were most critical for issues related to neighborhood livability. Over time, more and more neighbors organized themselves into neighborhood associations, and requested and received official recognition by ONA.

#### Neighborhood Network

Currently there are 95 recognized volunteer-run neighborhood associations in the City of Portland. There are also five district coalitions and two City-run neighborhood offices that receive funding through ONI. These professional community organizers support the neighborhood associations in their immediate areas. There are also 40 neighborhood business district associations. This neighborhood network system is a model for which Portland continues to receive national and international attention.

#### Task Force On Citizen Involvement

##### Name Change

In 1998, upon the recommendation of a citizen task force that re-assessed Portland's neighborhood system, ONA changed its name to the Office of Neighborhood Involvement (ONI). This reflects the observation that neighborhood involvement takes place in a range of community groups (such as business associations and ethnic organizations) as well as through neighborhood associations.

##### Funding

A key recommendation of the task force was for additional funding for the district coalition and neighborhood offices to meet the growing needs of citizens and neighborhood associations for information and assistance. The report of the task force was accepted by City Council, but the funding level was not increased.

#### Bureau Programs

##### Citizen Participation

In addition to providing technical and financial support for the decentralized neighborhood network, ONI has developed three centralized programs related to citizen participation: Outreach Coordination and Citizen Training, Downspout Disconnection, and Refugee / Immigrant Coordination.

**Other Programs**

The centralized programs of the Office of Neighborhood Involvement provide support and resources to the neighborhood network, to City officials and staff and generally to citizens in Portland. The areas of support include public information, public safety, community organizing and outreach, senior citizen, and human rights. The programs are City Information and Referral, Crime Prevention, the Neighborhood Mediation Center, and support to Elders in Action. The Metropolitan Human Rights Center is funded jointly by Multnomah County and the City of Portland and serves citizens in Portland and throughout Multnomah County.

**CHANGES FROM PRIOR YEAR**

The Adopted Budget represents current service levels in most program areas with some increases for existing programs and two new programs.

**Neighborhood  
Network Computer  
Upgrades**

Financial support for the neighborhood network is increased by \$50,000 of one-time funding to enable the five coalition offices to upgrade their computer equipment and for related training. This effort mirrors the FY 1998-99 upgrade to the two City-run neighborhood offices and the rest of ONI, which was funded by ITSP. The goal is to ensure roughly comparable technology and training to all seven of the offices that directly support the neighborhood association network.

**Mediation Center  
Funding**

This budget reflects a \$217,000 increase in ongoing funding for the Neighborhood Mediation Center. In FY 1997-98, basic funding was reduced to \$200,000 in anticipation of the center becoming a non-profit agency with which the City would contract for services. During FY 1998-99, this proposal was considered at great length, with City Council unanimously adopting the recommendation to keep the Neighborhood Mediation Center as a City program within the Office of Neighborhood Involvement.

**Crime Prevention  
Programs****Staff Increase by One FTE**

Crime prevention staff is increased by one FTE as part of the second year of the two-year budget cycle. This increase only returns staffing to the previously approved level of 10 FTE, since ONI had to cut a position mid-year to cover unanticipated overtime costs.

**APP**

Since FY 1997-98, ONI has contracted with the Association for Portland Progress to provide crime prevention services in the downtown area. In prior years, these funds were appropriated as part of a larger APP appropriation in the General Fund. In FY 1999-00, \$55,800 will be appropriated to the ONI budget for downtown crime prevention services.

**Graffiti Abatement**

The budget request also reflects the second year of the City's Graffiti Abatement program in ONI. In the FY 1998-99 Adopted Budget, funding for this program was allocated under Special Appropriations, and was later moved into ONI's budget. This adjustment moves the appropriation to ONI.

**Siting Information  
Clearinghouse and  
Dispute Resolution  
Program**

In FY 1998-99 ONI operated a pilot Siting Dispute Resolution project in its Neighborhood Mediation Center. The goal was to provide dispute resolution services to neighbors, providers and others on emerging issues related to social service and residential facility siting and operations. A partnership of funding has been proposed for FY 1999-00 to support the ongoing operation of the Siting Dispute Resolution Program at the Mediation Center and to create a Siting Information Clearinghouse in ONI. Multnomah County has earmarked \$40,000, the City of Portland General Fund \$50,000, the Bureau of Housing and Community Development, \$25,000, and a grant from the Oregon Dispute Resolution Commission would add \$25,000 for a total of \$140,000 for the two programs.

**Outreach and Public  
Involvement**

The interagency with the Bureau of Environmental Services for public involvement services for the Willamette River Predesign Project ended in FY 1998-99. In the FY 1999-00, ONI's North Portland neighborhood office will provide staff support and technical assistance to the North Portland Caring Community. Funding of \$80,000 from Multnomah County is anticipated to support this program.

# Strategic Direction

## MANAGEMENT GOALS & OBJECTIVES

The bureau has developed the following goals for bureau operations. Included under each goal are the objectives for FY 1999-00 that will ensure that the bureau attains its goals.

### Goal

To strengthen the neighborhood network of neighborhood associations, district coalition boards and offices and neighborhood offices.

### Management Objectives for FY 1999-00

The following objectives support the preceding goal:

1. Secure increased funding for the five coalition and two neighborhood offices, per the recommendations of the City's Task Force on Neighborhood Involvement.
2. Re-design performance measures used by coalition and neighborhood offices to capture the outcomes and better reflect the resources and value that the neighborhood system represents to Portland.
3. Continue to provide coordination and technical assistance to coalition and neighborhood offices to maximize their abilities to respond to, and support, neighborhood associations' interests, needs, and work.

### Goal

To strengthen the centralized programs of the Office of Neighborhood Involvement, increasing their connections and value to the neighborhood network, to other ONI programs, and to City officials and bureaus.

### Management Objectives for FY 1999-00

The following objectives support the preceding goal:

1. Continue to coordinate and enhance the services of the Crime Prevention program with the efforts of the neighborhood associations, coalition and neighborhood offices, the Bureau of Police, and individual neighbors in the areas of crime prevention and public safety.
2. Continue to strengthen, expand and market the Neighborhood Mediation Center, enhance the use of volunteer mediators and the Mediation Advisory Committee, and support the Police - Citizen mediation effort and the Siting Dispute Resolution program of the Mediation Center.
3. Support City Information and Referral and identify opportunities to enhance and strengthen its program through technology, increased promotion of services, and staff development. In coordination with Multnomah County, City I&R will assess the feasibility of merging City and County information and referrals systems and, if agreed upon by all parties, implement this merger by September 1999.
4. Continue to work with Multnomah County to strengthen and promote the jointly-funded Metropolitan Human Rights Center, whose services are resources to citizens in Portland and Multnomah County and to County and City officials and staff.



5. Continue to provide outreach, community organizing and public involvement assistance on an advisory basis as well as on specific projects. Work to increase the effectiveness and ease of communication and resulting coordination among citizens and City staff about public involvement projects and efforts. Continue to promote the visibility of the Refugee/Immigrant Coordinator, and other ONI staff, as resources for citizens and the City who are seeking to serve and engage the participation of diverse groups of Portland residents.
6. Continue to respond to community and City needs through the development of new programs, such as the Siting Information Clearinghouse.
7. Increase the effectiveness of ONI managers and staff, and enhance the sense of team through on-going communication, meetings, retreats and training. ONI's 39 staff are located in over a dozen different sites throughout the City which exacerbates the challenge of communication and program coordination. The use of computer and e-mail technology will enhance our ability to minimize the impact of this physical arrangement.

## **COUNCIL PRIORITIES**

### **Council Issues and Priorities**

#### **Build a Livable City through Good Planning and Well-Managed Growth**

*Strategy 1:* Provide neighborhood infrastructure to support adopted plans.

*Strategy 5:* Rebuild understanding within neighborhoods in support of the goal.

ONI provides technical and financial support for the neighborhood association network, and as well maintains a directory of neighborhood network contacts, facilitates a monthly meeting of the Citywide Land Use Forum, and provides training to citizens on land use and long range planning.

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

*Strategy 6:* Encourage partnerships with schools.

ONI's Downspout Disconnection project, the Metropolitan Human Rights Center, the Neighborhood Mediation Center, and the Refugee/Immigrant Coordinator all actively work with schools and students to engage them in our activities and programs.

#### **Ensure a Safe and Peaceful Community**

*Strategy 1:* Review community policing strategies to determine results.

*Strategy 2 :* Better understand the link between more cops and a safer community.

*Strategy 4:* Develop a gun strategy for the City and State.

*Strategy 7:* Use fire and police stations as community centers.

*Strategy 10:* Increase support for Latino and Southeast Asian youth.

*Strategy 11:* Implement the gang reduction strategy.

ONI's Crime Prevention program provides staff and technical assistance to individual neighbors and neighborhood groups on crime prevention organizing and efforts. The Crime Prevention staff work directly with the Police Bureau and other law enforcement groups to enhance Portland's community policing efforts.



**Promote the Inclusion of Under-Represented Neighborhoods and Groups in Participation in City Activities and Services**

ONI's guidelines were revised to expand the neighborhood association network to include communities without neighborhood boundaries, including ethnic or racial communities not necessarily located in one geographic region. MHRC, the Refugee/ Immigrant Coordinator, and the Outreach Coordinator are resources to City officials and staff who seek to access and serve under-represented populations.

**Grow as an International City**

ONI has ongoing efforts to engage leaders of communities of color to participate in citizen involvement efforts, human rights issues, and neighborhood livability concerns throughout Portland.

## Overview of Programs

### CITIZEN PARTICIPATION

The Citizen Participation Program of the Office of Neighborhood Involvement (ONI) supports the neighborhood network and three centralized programs. The Citizen Participation Program provides a variety of direct avenues for citizen involvement in the City's decision-making process and promotes neighborhood and community livability through the active participation of the City's diverse populations in civic life.

#### Neighborhood Network

Funds for the neighborhood network support contracts with five private, non-profit district coalition offices and two neighborhood offices staffed by City employees. These seven offices provide support and technical assistance to volunteer-based neighborhood associations, community groups, and individuals interested in organizing around neighborhood livability issues and community-building efforts. Projects range from land use and transportation issues, to public safety concerns, neighborhood clean-ups, and beautification efforts.

#### Outreach Coordination / Citizen Training

This effort provides information and technical assistance to citizens and staff of the neighborhood network and to City bureaus' public involvement staff. The goal is to improve communication and coordination between and among bureaus and citizen groups to enhance the quality of citizen involvement in Portland. ONI also offers training to individuals and neighborhood groups to increase the effectiveness of citizen-based organizations and their efforts.

#### Downspout Disconnection Project

Through an interagency agreement funded by the Bureau of Environmental Services, ONI provides community organizing and outreach to carry out the education, canvassing and disconnection efforts of the project. The project is designed to mobilize community efforts and build partnerships to disconnect downspouts at residential properties in order to reduce the amount of rainwater that causes combined sewer overflows.

#### Refugee / Immigrant Coordinator

The Refugee/Immigrant Coordinator position was created in 1980 to serve the growing refugee and immigrant communities in Portland. The program assists Portland's 24 refugee and immigrant communities in their resettlement efforts, and provides City officials and staff improved access to and understanding of the different communities and individuals.

### CRIME PREVENTION

This program provides a variety of crime prevention services.

#### Crime Prevention

Neighborhood-based crime prevention services are an important part of the City of Portland's community policing efforts. Working out of the seven coalition and neighborhood offices, crime prevention staff provide public safety information and training to neighborhood associations, public safety committees, other community groups, individual residents, and businesses. Crime Prevention Specialists assist residents and businesses with community safety organizing and establish crime watch and foot patrols. These specialists also provide training in problem solving to enhance citizen skills in addressing issues, like problem liquor outlets, drug houses, and gang-related concerns.

Crime Prevention Specialists serve the function of linking citizens with City and County community policing programs. Specifically, these include the Portland Police Bureau's Neighborhood Liaison Officer Program, precinct neighborhood response teams, Gang Enforcement, Drug and Vice Division, Bureau of Licenses and Office of Planning and Development Review Programs.

**Graffiti Abatement**

Another component of Crime Prevention is the Graffiti Abatement Program. To achieve program goals, the program coordinator focuses on three areas of responsibility: enforcement, eradication, and education.

Enforcement includes promoting citizen reports of graffiti to the Portland Police Bureau and working with legal system representatives on arrest and prosecution of graffiti vandals, or taggers. Eradication is the coordination of all paid and volunteer graffiti removal efforts on a Citywide basis. Education services focus on presentations to community groups, schools and other public forums regarding graffiti trends, community impact, and opportunities for public involvement in prevention. The coordinator also staffs the Citywide graffiti task force and the network of businesses and agencies doing abatement.

**NEIGHBORHOOD MEDIATION CENTER**

The Neighborhood Mediation Center (NMC) has been assisting neighbors to resolve their disputes since 1978, and is the oldest City-funded community mediation program in the United States. NMC provides free mediation and conflict resolution services using trained volunteer mediators from throughout Portland's neighborhoods. The center's professional staff provide mediation services, training and community outreach, while mentoring and coordinating the work of volunteers. Specialized programs include the Citizen-Police Mediation Program designed to resolve concerns and build relationships between local residents and police officers.

**Siting Dispute  
Resolution Program**

In FY 1999-00, through a partnership of City, County and grant funding, NMC will transition its pilot siting dispute resolution project into an ongoing program. The Siting Dispute Resolution Program provides neighbors, service providers, and developers with a range of strategies to bring about dispute resolution. These alternative approaches are becoming more important in a context of emerging community concerns about proposed siting or ongoing operations of existing social service and residential facilities.

**ELDERS IN ACTION**

Elders in Action, formerly the Portland/Multnomah Commission on Aging, is a private, non-profit organization that advocates for the needs of seniors in the metropolitan area and assists them in advocating for themselves. The program gives Portland's elderly population access to policy makers. Working with them, seniors can generate service improvements and increase their quality of life.

The City and County jointly fund this program. The City's contribution is a contract for services and funding of the position of program director.

## **METROPOLITAN HUMAN RIGHTS CENTER**

### **History**

Metropolitan Human Rights Center (MHRC) roots - and mission - go deep. In 1950 the City of Portland formed the Portland Inter-Group Relations Commission to advise the Mayor on multicultural relations. In 1969 Multnomah County joined Portland, and the Metropolitan Human Relations Commission was created. Over the years and through a couple of name changes, the City-County partnership and the MHRC designation have stuck. And more importantly, the mission has stayed the same:

*To foster mutual understanding and respect and to protect the human rights of all persons ...regardless of socio-economic status, religion, ethnicity, race, national origin, disability, age, gender, and sexual orientation.*

In 1979 MHRC was strengthened by the inclusion of another program with its own history of active commitment: what is today the MHRC Disability Project. In 1997 this deep, broad dedication to the diverse communities of Portland and Multnomah County came to the Office of Neighborhood Involvement.

### **Human Rights**

Today MHRC reaches both individuals as they confront their own human rights problems and the community at large as it faces overriding human rights issues. Within the high volume of calls for assistance received by MHRC, a very high volume of calls have directly to do with civil rights. MHRC provide a unique support structure for the disabled and their advocates. MHRC maintains a broad base of information and has established a strong capacity to listen to civil rights complaints and troubleshoot the process.

### **MHRC Programs**

The disability project has been a prime mover toward universal access in the City and County for people with disabilities. Likewise, MHRC's free diversity training program, Dynamic Differences, and its Community Dialogues on Race Relations foster a climate of mutual understanding and respect for all members of the community. It has come a long way toward achieving its goal to make the City and County a healthier place for all their citizens to live.

## **INFORMATION & REFERRAL**

### **City Information & Referral**

The City of Portland's Information and Referral program (City I&R) is a central source for basic information and referral to City programs, services, and employees; it helps connect citizens with City services. The program's mission is to increase and streamline citizen access to all City services, as well as to other services available in the metropolitan area.

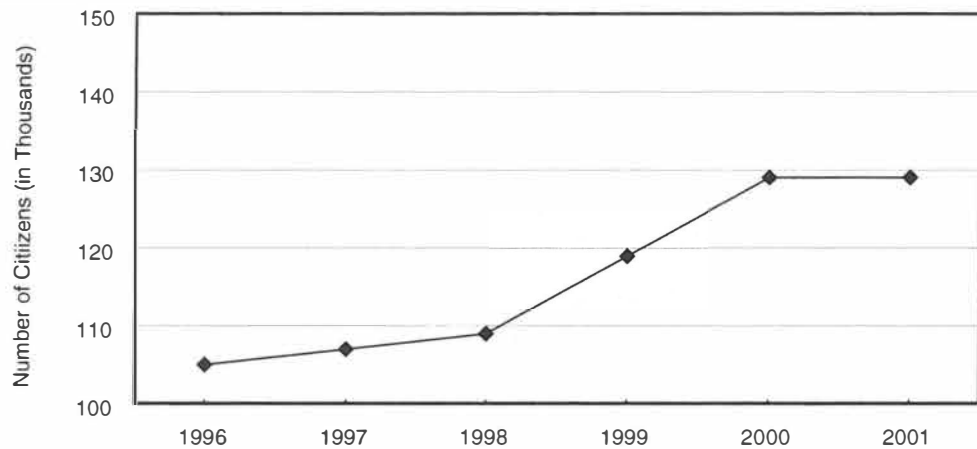
### **Easy to Access Services**

The City I&R line (823-4000) is open Monday through Friday, 8:00 AM to 5:00 PM. Staff handle over 6,000 phone calls, as well as greet 2000 walk-in customers every month at the Information Desk of the Portland Building. The services of the City I&R program are also available on-line, as City I&R staff triage E-mail sent to CITYINFO@CI . PORTLAND . OR . US on the City's home page.

## Performance Measures

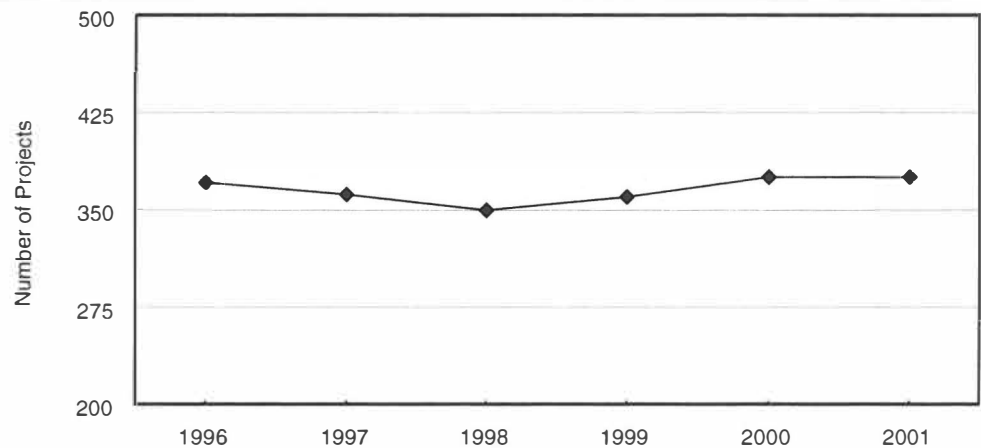
### Number of Citizens Involved

- ◆ The neighborhood association network is a vital way for citizens to become involved in neighborhood-based organizations and projects.
- ◆ Increasing numbers of involved citizens help to improve neighborhood livability and build community.



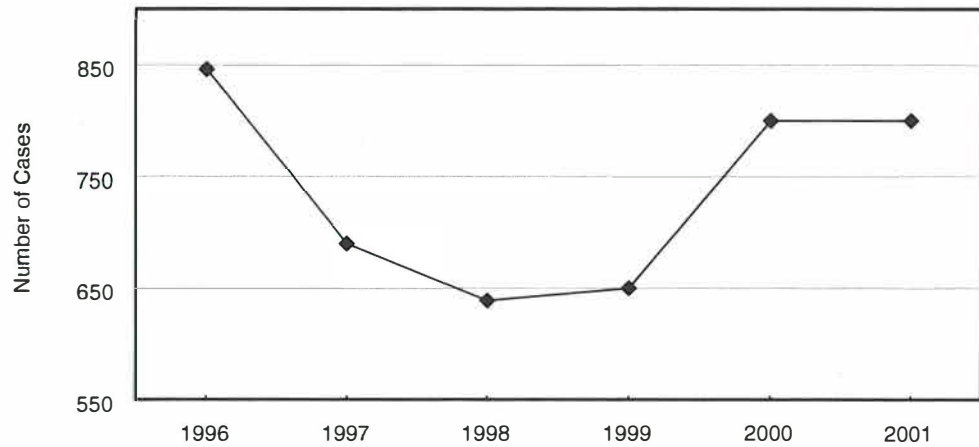
### Number of Crime Prevention and Community Policing Projects

- ◆ Reductions in the centralized Crime Prevention staff in FY 96-97 resulted in a short-term reduction in the number of crime prevention projects.
- ◆ Increased staff collaboration and increased citizen awareness of crime prevention resources have resulted in an increasing number of projects.
- ◆ The Council has authorized an additional crime prevention representative for East Portland starting in July of 1999.



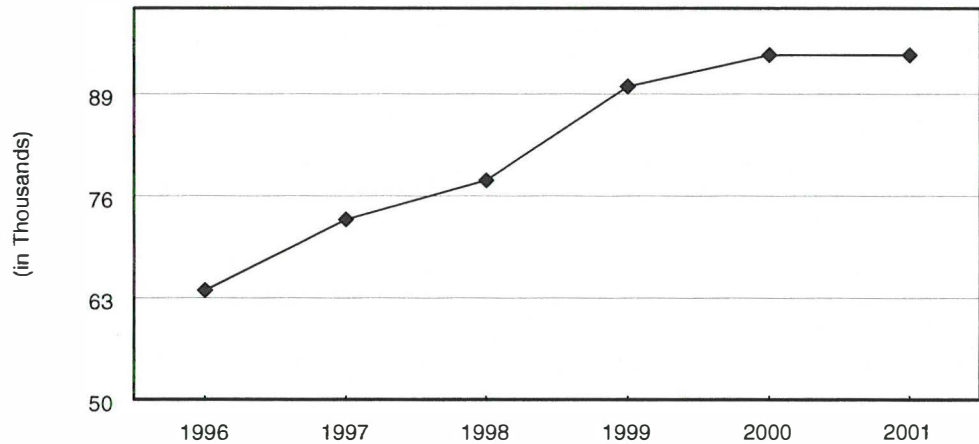
**Number of New Cases Receiving Mediation Services**

- ◆ The Center's caseload dropped significantly in FY 97-98 due to the community discussion about center funding and continuance as a City program. For a time the Center declined new cases.
- ◆ City Council has reinstated the program and restored its budget for the current and future years. This will result in an increase in the number of new cases receiving mediation services.



**Number of Information and Referral Calls and E-mail Inquiries Received**

- ◆ Calls and E-mail inquiries continue to increase as citizens become more familiar with City Information and Referral services.



|   | Actual<br>FY 1995-96 | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Yr End Est.<br>FY 1998-99 | Target<br>FY 1999-00 | Target<br>FY 2000-01 |
|---|----------------------|----------------------|----------------------|---------------------------|----------------------|----------------------|
| <b>Citizen Participation</b>  |                      |                      |                      |                           |                      |                      |
| <b>Workload</b>   |                      |                      |                      |                           |                      |                      |
| Number of NA's, coalitions, area offices maintained and business assns. and ethnic organizations coordinated with | 100                  | 100                  | 166                  | 166                       | 166                  | 166                  |
| <b>Effectiveness</b>  |                      |                      |                      |                           |                      |                      |
| Number of citizens involved in neighborhood assn. and coalition activities  | 105,407              | 106,567              | 109,151              | 119,151                   | 129,151              | 129,151              |
| <b>Crime Prevention</b>   |                      |                      |                      |                           |                      |                      |
| <b>Workload</b>   |                      |                      |                      |                           |                      |                      |
| Number of crime watch programs developed and maintained   | 279                  | 265                  | 250                  | 230                       | 250                  | 250                  |
| <b>Effectiveness</b>  |                      |                      |                      |                           |                      |                      |
| Number of crime prevention and community policing projects  | 371                  | 362                  | 350                  | 360                       | 375                  | 375                  |
| <b>Neighborhood Mediation Center</b>  |                      |                      |                      |                           |                      |                      |
| <b>Workload</b>   |                      |                      |                      |                           |                      |                      |
| Number of new cases receiving mediation services  | 846                  | 690                  | 639                  | 650                       | 800                  | 800                  |
| <b>Effectiveness</b>  |                      |                      |                      |                           |                      |                      |
| Number of cases successfully resolved   | 361                  | 294                  | 224                  | 325                       | 600                  | 600                  |
| <b>Efficiency</b>   |                      |                      |                      |                           |                      |                      |
| Percentage of cases responded to within 3 working days  | 75%                  | 75%                  | 75%                  | 75%                       | 75%                  | 75%                  |
| <b>Information &amp; Referral</b>   |                      |                      |                      |                           |                      |                      |
| <b>Workload</b>   |                      |                      |                      |                           |                      |                      |
| Number of calls and e-mail inquiries received   | 64,000               | 72,800               | 77,800               | 89,685                    | 94,360               | 94,360               |
| <b>Effectiveness</b>  |                      |                      |                      |                           |                      |                      |
| Number of calls and e-mail inquiries responded to   | 62,400               | 70,990               | 75,490               | 85,500                    | 88,000               | 88,000               |



## Office of Neighborhood Involvement AU 342

## SUMMARY OF BUREAU BUDGET

|   | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>EXPENDITURES</b>   |                      |                      |                       |                        |                       |
| <b>Operating Budget</b>   |                      |                      |                       |                        |                       |
| Personal Services   | 1,452,398            | 2,145,211            | 2,220,553             | 2,406,601              | 2,406,601             |
| External Materials and Service  | 1,450,624            | 434,724              | 1,514,918             | 1,332,263              | 1,402,641             |
| Internal Materials and Service  | 180,563              | 255,972              | 290,248               | 267,108                | 267,085               |
| Minor Capital Outlay  | 0                    | 0                    | 0                     | 0                      | 0                     |
| Equipment Cash Transfers  | 0                    | 8,376                | 0                     | 0                      | 0                     |
| <b>Total Operating Budget</b>   | 3,083,585            | 2,844,283            | 4,025,719             | 4,005,972              | 4,076,327             |
| Capital Improvements  | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>TOTAL BUREAU EXPENDITURES</b>  | <b>\$ 3,083,585</b>  | <b>\$ 2,844,283</b>  | <b>\$ 4,025,719</b>   | <b>\$ 4,005,972</b>    | <b>\$ 4,076,327</b>   |
| Allocated Overhead Costs  |                      |                      | 109,888               | 162,292                | 158,341               |
| <b>Total Cost with Allocated Overhead</b>   |                      |                      | 4,135,607             | 4,168,264              | 4,234,668             |
| <b>Authorized Full-Time Positions</b>   |                      |                      |                       |                        |                       |
| General Fund Discretionary  | 20                   | 31                   | 31                    | 31                     | 31                    |
| <b>TOTAL POSITIONS</b>  | <b>24</b>            | <b>29</b>            | <b>32</b>             | <b>36</b>              | <b>36</b>             |
| <b>RESOURCES</b>  |                      |                      |                       |                        |                       |
| Discretionary General Fund  |                      | 2,571,036            | 3,616,704             | 3,530,210              | 3,587,077             |
| <b>Non-Discretionary Revenues</b>   |                      |                      |                       |                        |                       |
| Grants & Donations  |                      | 0                    | 0                     | 80,000                 | 80,000                |
| Contract Revenues   |                      | 0                    | 121,440               | 128,674                | 128,897               |
| Interagency Revenues  |                      | 133,094              | 147,010               | 115,340                | 115,340               |
| Bureau Program Revenues   |                      | 15,092               | 0                     | 6,000                  | 20,555                |
| Overhead Revenues   |                      | 125,061              | 140,565               | 145,748                | 144,458               |
| <b>Total Non-Discretionary Revenues</b>   |                      | 273,247              | 409,015               | 475,762                | 489,250               |
| <b>TOTAL GENERAL FUND RESOURCES</b>   |                      | <b>\$ 2,844,283</b>  | <b>\$ 4,025,719</b>   | <b>\$ 4,005,972</b>    | <b>\$ 4,076,327</b>   |
| Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.         |                      |                      |                       |                        |                       |
| Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue. |                      |                      |                       |                        |                       |
| <b>PROGRAMS</b>   |                      |                      |                       |                        |                       |
| Citizen Participation   |                      | 1,170,045            | 2,152,885             | 1,917,991              | 1,932,546             |
| <i>Positions</i>  |                      | 10                   | 11                    | 10                     | 10                    |
| Crime Prevention  |                      | 536,612              | 773,572               | 952,955                | 1,008,755             |
| <i>Positions</i>  |                      | 11                   | 10                    | 12                     | 12                    |
| Neighborhood Mediation Center   |                      | 384,960              | 368,000               | 417,000                | 417,000               |
| <i>Positions</i>  |                      | 5                    | 5                     | 5                      | 5                     |
| Elders in Action  |                      | 213,596              | 193,617               | 160,347                | 160,347               |
| <i>Positions</i>  |                      | 2                    | 2                     | 1                      | 1                     |
| Metropolitan Human Rights Center  |                      | 358,157              | 303,600               | 322,243                | 322,243               |
| <i>Positions</i>  |                      | 5                    | 4                     | 4                      | 4                     |
| Information & Referral  |                      | 180,913              | 234,045               | 235,436                | 235,436               |
| <i>Positions</i>  |                      | 4                    | 4                     | 4                      | 4                     |
| <b>TOTAL PROGRAMS</b>   |                      | <b>\$ 2,844,283</b>  | <b>\$ 4,025,719</b>   | <b>\$ 4,005,972</b>    | <b>\$ 4,076,327</b>   |
| <i>Positions</i>  |                      | <b>37</b>            | <b>36</b>             | <b>36</b>              | <b>36</b>             |



## Office of Neighborhood Involvement AU 342

## LINE ITEM DETAIL

|   | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>Personnel Services</b>                   |                      |                      |                       |                        |                       |
| 511000 Full-Time Employees                  | 916,712              | 1,281,393            | 1,512,588             | 1,629,338              | 1,629,338             |
| 512000 Part-Time Employees                  | 17,903               | 95,646               | 112,016               | 106,850                | 106,850               |
| 514000 Overtime                             | 0                    | 68                   | 462                   | 0                      | 0                     |
| 515000 Premium Pay                          | 0                    | 363                  | 0                     | 0                      | 0                     |
| 517000 Benefits                             | 385,238              | 554,685              | 595,487               | 670,413                | 670,413               |
| 518000 Paid Absence                         | 132,545              | 213,056              | 0                     | 0                      | 0                     |
| <b>Total Personnel Services</b>             | <b>1,452,398</b>     | <b>2,145,211</b>     | <b>2,220,553</b>      | <b>2,406,601</b>       | <b>2,406,601</b>      |
| <b>Materials and Services</b>               |                      |                      |                       |                        |                       |
| <b>External Materials and Service</b>       |                      |                      |                       |                        |                       |
| 521000 Professional Services                | 45,664               | 39,068               | 83,967                | 19,404                 | 19,404                |
| 522000 Utilities                            | 0                    | 0                    | 0                     | 0                      | 0                     |
| 523000 Equipment Rental                     | 853                  | 1,169                | 200                   | 1,700                  | 1,700                 |
| 524000 Repair & Maintenance Services        | 4,734                | 6,248                | 12,800                | 7,500                  | 8,300                 |
| 525000 Non-Capital Improvement              | 0                    | 0                    | 0                     | 0                      | 0                     |
| 528000 Local Match Payments                 | 0                    | 0                    | 0                     | 0                      | 0                     |
| 529000 Miscellaneous Services               | 1,330,461            | 270,824              | 1,367,852             | 1,204,687              | 1,253,018             |
| 531000 Office Supplies                      | 15,303               | 33,640               | 15,600                | 26,000                 | 28,000                |
| 532000 Operating Supplies                   | 123                  | 50                   | 1,116                 | 0                      | 0                     |
| 533000 Repair & Maintenance Supplies        | 0                    | 0                    | 0                     | 0                      | 0                     |
| 534000 Minor Equipment & Tools              | 2,941                | 18,002               | 3,700                 | 10,000                 | 10,192                |
| 535000 Clothing & Uniforms                  | 0                    | 0                    | 0                     | 0                      | 0                     |
| 539000 Other Commodities External           | 3,350                | 3,159                | 1,400                 | 2,500                  | 2,500                 |
| 541000 Education                            | 6,292                | 10,405               | 5,975                 | 14,425                 | 15,425                |
| 542000 Local Travel                         | 10,116               | 10,522               | 12,258                | 12,300                 | 13,300                |
| 543000 Out-of-Town Travel                   | 7,123                | 590                  | 0                     | 0                      | 3,300                 |
| 544000 Space Rental                         | 13,875               | 14,140               | 9,500                 | 23,000                 | 22,700                |
| 545000 Interest                             | 0                    | 0                    | 0                     | 0                      | 0                     |
| 546000 Refunds                              | 0                    | 0                    | 0                     | 0                      | 0                     |
| 547000 Retirement System Payments           | 0                    | 0                    | 0                     | 0                      | 0                     |
| 549000 Miscellaneous                        | 9,789                | 26,907               | 550                   | 10,747                 | 24,802                |
| <b>Total External Materials and Service</b> | <b>1,450,624</b>     | <b>434,724</b>       | <b>1,514,918</b>      | <b>1,332,263</b>       | <b>1,402,641</b>      |
| <b>Internal Materials and Service</b>       |                      |                      |                       |                        |                       |
| 551000 Fleet Services                       | 90                   | 350                  | 104                   | 1,035                  | 1,035                 |
| 552000 Printing & Distribution              | 57,139               | 77,488               | 66,420                | 66,537                 | 66,537                |
| 553000 Facilities Services                  | 59,193               | 88,215               | 139,583               | 105,849                | 104,981               |
| 554000 Communications Services              | 28,806               | 33,304               | 34,848                | 37,327                 | 37,327                |
| 555000 Data Processing Services             | 4,213                | 6,961                | 10,172                | 15,830                 | 16,675                |
| 556000 Insurance                            | 31,122               | 38,858               | 39,121                | 40,530                 | 40,530                |
| 557000 Master Lease                         | 0                    | 8,946                | 0                     | 0                      | 0                     |
| 558000 Same Fund Services                   | 0                    | 0                    | 0                     | 0                      | 0                     |
| 559000 Other Fund Services                  | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>Total Internal Materials and Service</b> | <b>180,563</b>       | <b>254,122</b>       | <b>290,248</b>        | <b>267,108</b>         | <b>267,085</b>        |
| <b>Total Materials and Services</b>         | <b>1,631,187</b>     | <b>688,846</b>       | <b>1,805,166</b>      | <b>1,599,371</b>       | <b>1,669,726</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                     |
| 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                    | 8,376                | 0                     | 0                      | 0                     |
| 576000 Minor Equipment Transfers            | 0                    | 1,850                | 0                     | 0                      | 0                     |
| <b>TOTAL BUREAU EXPENSES</b>                | <b>\$ 3,083,585</b>  | <b>\$ 2,844,283</b>  | <b>\$ 4,025,719</b>   | <b>\$ 4,005,972</b>    | <b>\$ 4,076,327</b>   |

## Office of Neighborhood Involvement AU 342

## FULL-TIME POSITIONS

| Class                            | Title                            | Actual<br>FY 1997 | Actual<br>FY 1998 | Revised<br>FY 1998-99 |                     | Approved<br>FY 1999-00 |                     | Adopted<br>FY 1999-00 |                     |
|----------------------------------|----------------------------------|-------------------|-------------------|-----------------------|---------------------|------------------------|---------------------|-----------------------|---------------------|
|                                  |                                  | No.               | No.               | No.                   | Amount              | No.                    | Amount              | No.                   | Amount              |
| 114                              | Clerical Specialist              | 1                 | 1                 | 1                     | 31,194              | 1                      | 32,341              | 1                     | 32,341              |
| 7490                             | Community Relations Assistant    | 2                 | 3                 | 3                     | 103,923             | 3                      | 137,347             | 3                     | 137,347             |
| 7492                             | Community Relations Specialist   | 6                 | 8                 | 8                     | 360,064             | 7                      | 381,517             | 7                     | 381,517             |
| 5183                             | Crime Prevention Representative  | 2                 | 10                | 9                     | 344,213             | 10                     | 366,936             | 10                    | 366,936             |
| 118                              | Customer Services Representative | 4                 | 4                 | 4                     | 123,159             | 4                      | 129,365             | 4                     | 129,365             |
| 7488                             | Metro Human Rights Comm Director | 0                 | 1                 | 0                     | 0                   | 0                      | 0                   | 0                     | 0                   |
| 7498                             | Neighborhood Program Manager     | 1                 | 0                 | 0                     | 0                   | 0                      | 0                   | 0                     | 0                   |
| 116                              | Office Manager                   | 0                 | 1                 | 1                     | 35,140              | 1                      | 37,537              | 1                     | 37,537              |
| 966                              | Program Coordinator              | 0                 | 1                 | 1                     | 54,574              | 1                      | 57,305              | 1                     | 57,305              |
| 968                              | Program Manager I                | 1                 | 0                 | 0                     | 0                   | 0                      | 0                   | 0                     | 0                   |
| 970                              | Program Manager II               | 0                 | 1                 | 1                     | 60,913              | 1                      | 63,509              | 1                     | 63,509              |
| 972                              | Program Manager III              | 0                 | 1                 | 1                     | 75,334              | 1                      | 76,526              | 1                     | 76,526              |
| 221                              | Secretarial Clerk II             | 2                 | 1                 | 1                     | 29,441              | 1                      | 31,692              | 1                     | 31,692              |
| 816                              | Senior Administrative Specialist | 0                 | 0                 | 1                     | 33,141              | 1                      | 37,728              | 1                     | 37,728              |
| 7494                             | Sr Community Relation Specialist | 4                 | 4                 | 4                     | 238,220             | 4                      | 249,075             | 4                     | 249,075             |
| 900                              | Staff Assistant                  | 1                 | 1                 | 1                     | 23,272              | 1                      | 28,460              | 1                     | 28,460              |
| <b>TOTAL FULL-TIME POSITIONS</b> |                                  | <b>24</b>         | <b>37</b>         | <b>36</b>             | <b>\$ 1,512,588</b> | <b>36</b>              | <b>\$ 1,629,338</b> | <b>36</b>             | <b>\$ 1,629,338</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       |             |   |
|   | 3,399,339 | 0        | 3,399,339           | 32.0        | FY 1999-2000 Current Service Level Estimate |
| <b>CSL Estimate Adjustments</b>                 |           |          |                     |             | None  |
| <b>Mayor's Proposed Budget Decisions</b>        |           |          |                     |             |   |
|   | 215,000   | 0        | 215,000             | 2.0         | Mediation Center                            |
|   | 290,544   | 0        | 290,544             | 1.0         | Graffiti Removal                            |
|   | 0         | 50,000   | 50,000              | 0.0         | Computer Coalition Support                  |
|   | 45,654    | 0        | 45,654              | 1.0         | Year 2 decision crime representative        |
|   | 1,347     | 0        | 1,347               | 0.0         | City Hall Janitorial                        |
|   | 1,672     | 0        | 1,672               | 0.0         | Child Care                                  |
|   | 1,324     | 0        | 1,324               | 0.0         | BIT Interagency Adjustment                  |
|   | 869       | 0        | 869                 | 0.0         | Backbone                                    |
| <b>Approved Budget Additions and Reductions</b> |           |          |                     |             | None  |
| <b>Adopted Budget Additions and Reductions</b>  |           |          |                     |             |   |
|   | 55,800    | 0        | 55,800              | 0.0         | Transfer SA Crime Prevention in Downtown    |
|   | 14,555    | 0        | 14,555              | 0.0         | Carryover NUSA                              |
|   | 223       | 0        | 223                 | 0.0         | Technical adjustment - Multnomah County     |
|   | 626,988   | 50,000   | 676,988             | 4.0         | Total FY 1999-2000 Decision Packages        |
|   |           |          | <b>\$ 4,076,327</b> | <b>36.0</b> | Total Adopted Budget                        |
| <b>FY1999-2000 Decision Packages Not Funded</b> |           |          |                     |             | None  |
|   |           |          | <b>\$ 0</b>         | <b>0.0</b>  | Total Decision Packages Not Funded          |



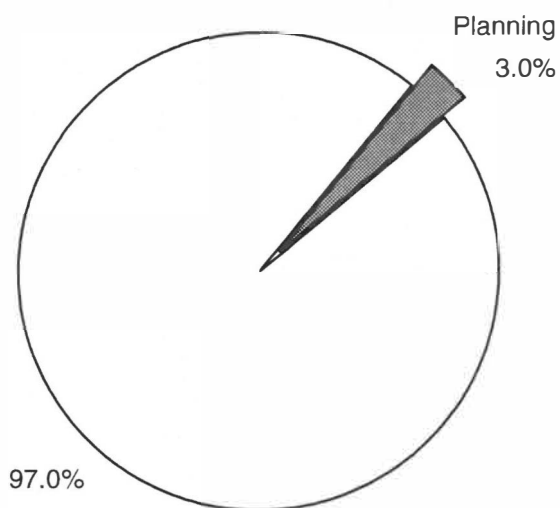
# Bureau of Planning

Community Development Service Area

Charlie Hales, Commissioner-in-Charge

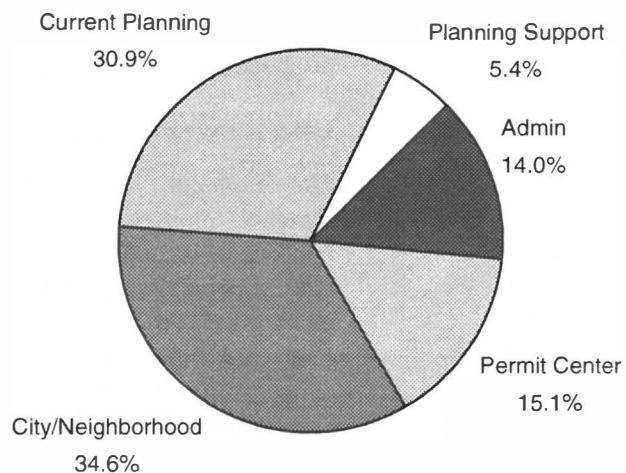
Deborah Stein, Interim Director

Percent of General Fund



General Fund = \$349.4 Million

Bureau Programs



## Bureau Overview

| Expenditures in Millions                  | Revised<br>FY 1998-99 | Adopted<br>FY 1999-00 | Change from<br>Prior Year | Per Capita<br>Change |
|---|-----------------------|-----------------------|---------------------------|----------------------|
| Operating                                 | 8,801,125             | 10,631,401            | 1,830,276                 | 15.6%                |
| Capital                                   | 0                     | 0                     | 0                         | 0.0%                 |
| Allocated City Overhead Costs             | 1,246,751             | 1,009,981             | (236,770)                 | -22.4%               |
| <b>Total Cost with Allocated Overhead</b> | <b>\$ 10,047,876</b>  | <b>\$ 11,641,382</b>  | <b>\$ 1,593,506</b>       | <b>10.9%</b>         |
| Authorized Full-Time Positions            | 106                   | 117                   | 11                        | 5.7%                 |

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

## Bureau Summary

### BUREAU MISSION

The Bureau of Planning assists the people of Portland in achieving a quality urban environment through comprehensive planning which responds to neighborhood needs, embraces community values, and prepares the City for the future. The bureau acts to assure that all plans and policies are consistent with the City's Comprehensive Plan and strategic plan. The bureau promotes a fair and open process for citizen involvement planning.

### BUREAU HIGHLIGHTS

#### Blueprint 2000 Implementation

The City Council implemented amended provisions of the Phase II Report of the Blueprint 2000 Stakeholders Team by adopting Ordinance #173114 which established the Office of Planning and Development Review (OPDR) on February 17, 1999. As of March 19, 1999 the Bureau of Planning's Development Review and Permit Center Programs were merged with the Bureau of Buildings to become the OPDR. The program budgets for these programs are still reflected in the Bureau of Planning's Adopted Budget.

#### Long Range Planning Programs

The Bureau of Planning's remaining programs are City and Neighborhood Planning, Planning Support Group, the Director's Office, and Administration. The bureau also has GIS and graphic functions. The programs support long range planning for the City. The strategies for the organization of the new Bureau of Planning were presented to the City Council and affected stakeholders for review, and Council adopted one of the recommendations for the bureau's structure on May 12, 1999. A total of \$300,000 is set aside for transition costs associated with the new Bureau of Planning. This also serves as gap funding for loss of fee revenues from Development Review and Permit Center, which historically supported a portion of the Director's Office and general bureau administration.

#### Add Packages

*The Greenway Team will produce a discussion draft in Spring 2000.*

#### Willamette River Greenway

Initial work on this project began in FY 1998-99 and was funded by a special appropriation of \$250,000. The Adopted Budget contains \$269,000 to continue the bureau's work.

In FY 1999-00, the Bureau of Planning Greenway Team will bring a process report to City Council that will outline the roles and responsibilities of the bureaus involved in the project (Parks, PDOT, BES, PDC, OPDR). It will also describe the scope of work which, due to a less than anticipated budget, will be significantly narrower than Council directed through their resolution in November 1998. The BOP Greenway Team will enter into consulting contracts to update the natural resource inventories and assessments for the Willamette River. These may result in changes to the Greenway's natural overlay and the bank treatment options outlined in the Design Guidelines. The Parks Bureau will be undertaking a recreational needs assessment that will fold into the Greenway Plan.

The BOP Greenway Team will form and convene a Green Ribbon Committee comprised of stakeholders and relevant agency staff. This group will review the Background Report, the natural resource components of the project, and help process the public comments provided at the open houses and other review sessions. The BOP Greenway Team anticipates producing a discussion draft in Spring 2000.

**NW Industrial Area Transition Study**

The Adopted Budget includes \$150,000 of one-time funding, to support the development and implementation of a strategy for the transition from industrial zoning to mixed use or residential zoning in the northwest Portland industrial area.

*The Northwest Industrial Neighborhood Association has requested City action to strengthen protections for the industrial sanctuary.*

The study area is bounded by NW Vaughn on the north, NW 12th Avenue on the east, NW Lovejoy on the south and NW 23rd Avenue on the west. The area is currently characterized by low and medium intensity industrial uses, principally Consolidated Freightways, and the offices that are accessory to those uses. Property owners and the Northwest District Association (NWDA) have requested that the City undertake a project to move the area towards uses that are more compatible with the character of the surrounding neighborhood. The Bureau of Planning will review the zoning code changes proposed by the Northwest Industrial Neighborhood Association (NINA). Since 1996, NINA has requested City action to strengthen protections for the industrial sanctuary.

**West Downtown Planning**

This project, funded by \$50,000 in a one-time appropriation, will formulate strategies for the west end of downtown. The project is aimed at creation of a thriving mixed use neighborhood with a strong residential core, employment, cultural and educational institutions and amenities. These amenities include the Central City Streetcar. The study area is bounded by Market Street on the south, Tenth Avenue on the east, Couch on the north and I-405 on the west. Property owners and the Association for Portland Progress have begun work on a vision statement for the area. The City will need to take the lead in refining that vision and the implementation of any zoning and urban design changes.

**Pleasant Valley Urban Reserve**

A one-time \$50,000 appropriation funds the City's participation in planning for the Pleasant Valley Urban Reserve Area. This area was added to the urban growth boundary in 1998. Under State and Regional law, a master plan must be completed before development can occur. The master plan must comply with the standards of Metro's Urban Growth Management Functional Plan with respect to density, access, and protections for environmental resources. The City of Gresham will be the lead planning entity and will assume governance of the majority of the area. The City of Portland must participate in planning for those parts of the urban reserve that will be governed by the City.

**Capital Technology Funding**

In prior years, the bureau has had capital requests funded through the CIP process. Due to OF&A's decision in the FY 1998-99 budget cycle to not use the General Fund capital budget for technology purposes, the Bureau of Planning requested funding of \$79,420 through the General Fund. This request was approved by Council. This funding focuses on elements identified in year two of the Bureau of Planning's Technology Plan for FY 1998-99 to FY 2002-03.

## General Description

### BUREAU OVERVIEW

#### Organizational Description

For the next several years, the planning challenge for the City of Portland is to reinforce and strengthen the livability of Portland neighborhoods and central city in the face of rapid regional growth. The City Council's goals and strategies reflect the resolution of Council to meet that challenge head on. In such areas as affordable housing, jobs, well-managed growth, and central city vitality, the bureau's work is key to meeting Council goals.

#### Operations

In 1997, the bureau initiated a major change in how it operates, and this continues into FY 1999-00. Coordination and interdisciplinary collaboration are emphasized in all aspects of the bureau's operations. Throughout the organization, 26 teams were created to perform the entire work program. The teams are multi-disciplinary; some are permanent and some are temporary in nature. To head these teams, the bureau's managers chose team leaders based upon their leadership skills and competence, not seniority or position.

### CHANGES FROM PRIOR YEAR

The bureau continues to support major programs funded in FY 1998-99. These include Endangered Species Act, Greenway, Land Division Code Rewrite, and code changes to implement livable city principles and comply with the functional plan. The bureau will also continue to provide land use review and permitting services until the administrative component of Blueprint 2000 can be implemented fully.

Public involvement remains vital to the Planning Bureau's work program. New, innovative approaches to citizen involvement, public education and public information are being developed and implemented in efforts to communicate the what, where, whys and hows of planning in Portland.



# Strategic Direction

## MANAGEMENT GOALS & OBJECTIVES

### Continuously Improve the Delivery of Quality Public Services

This objective will be achieved by adhering to the following operating principles adopted by the bureau.

- ◆ Provide excellent customer service.
- ◆ Use common sense.
- ◆ Be responsive, timely and efficient.
- ◆ Pursue professional excellence.
- ◆ Work as a team.
- ◆ Improve continuously.

### Sustain the City's Livability

This is achieved through good planning and well-managed growth. The goals associated with this objective are

- ◆ Achieve the City's housing and job growth goals through an efficient, effective development review process.
- ◆ Implement 2040 Design Concepts through the following
  - ❖ Changes in the zoning code and Comprehensive Plan to promote well designed mixed use development and in-fill housing.
  - ❖ Coordination with bureaus to ensure that infrastructure investment priorities are aligned with 2040 objectives.

### Build a Sense of Community

This is achieved by Promoting Public Participation, Connectedness and Partnerships. This objective's goals are

- ◆ Implement existing community and neighborhood plans.
- ◆ Support neighborhood efforts to influence the direction of preservation, infill, and redevelopment in and near mixed use areas.

## COUNCIL PRIORITIES

### Future Focus

#### Managing Regional Growth Action Plan

The bureau will initiate an update of the 1991 Portland Future Focus Strategic Plan. These efforts, yet to be scoped, may involve updating the community vision, strategic goals, strategies, and action plans. A high level of citizen involvement will be integral to its success.

### Portland/Multnomah Benchmarks

The Bureau of Planning performance measures support the following two categories of benchmarks:

1. Economic Vitality and Security Benchmarks, and
2. Well-Planned City with Managed/Balanced Growth.

The specific benchmarks are as follows:

**Benchmark # 58**

Percent of home owners and renters below median income spending less than 30% of their household income on housing.

**Benchmark #60**

Percentage of population that lives within one-quarter mile walk of transit service, open space, and commercial nodes.

**Benchmark # 61**

Percentage of people who rate their neighborhood livability as being high.

**Benchmark #62**

Increase in zone capacity for housing within community plan area.

**Livable City Project**

Implementation of Phase II of the Livable City Project will entail creation of new zoning tools or improvements to existing tools to achieve well designed infill and redevelopment.

# Overview of Programs

## ADMINISTRATION

This section provides support to the other bureau programs. Areas of support include the following: finance, information technology, facilities management, human resources, and in house Geographic Information System (GIS) and graphics. This section also includes staff supporting the Portland Planning Commission and the Bureau's Advisory Committee. The director's office resides in this program section as well.

### Program overview and expenses

In FY 1999-00 the Administration Program consists of 14.25 FTEs which include the director's office, central support functions and clerical assistance within the Planning Support Group and Long Range Sections. It has a total Adopted Budget of \$1,490,626. The increase in this program budget over FY 1998-99 is attributed largely to the increase in facilities rent due to the new building which is scheduled for completion in August 1999.

## CURRENT PLANNING

The Current Planning Program is the first of two programs included in the bureau's Development Review Section which is responsible for implementing the City's land use plans and codes through the review of proposed development. The section's mission is to protect livability while facilitating development which meets code requirements.

In the past several years, the City has experienced unprecedented levels of development activity. Revenue generated by land use reviews appear to be leveling. However, federal, State and local mandates are impacting how and what is reviewed and staff workloads remain high.

The Current Planning program budget totals \$3,287,126. Total FTEs supported by the Adopted Budget are 39. The budget is supported by \$2,821,489 in fees and revenues from interagency agreements.

The Current Planning program will be moved to the Office of Planning and Development Review per the Blueprint 2000 implementation process in FY 1999-00.

## PERMIT CENTER

The Permit Center is the other program included in the bureau's Development Review Section which will be moved to the Office of Planning and Development Review per the Blueprint 2000 implementation process in FY 1999-00. The Permit Center's budget is \$1,608,392 which supports 22 FTEs. The fee revenues total \$234,948.

## CITY/NEIGHBORHOOD PLANNING

The City and Neighborhood Planning Programs implement bureau policies by the following activities

- ◆ Updating the City's Comprehensive Plan policies and objectives.
- ◆ Working with neighborhoods, businesses, non-profit organizations and stakeholders to develop planning strategies for key mixed use areas (such as Hollywood and Sandy; St. Johns and Lombard).

- ◆ Proposing Zoning Code amendments to improve regulations, enhancing opportunities to create well-designed mixed use infill and redevelopment, and simplifying regulatory approaches where possible.
- ◆ Creating new historic districts to stabilize and enhance the City's treasured architectural heritage.
- ◆ Coordinating with other City bureaus and regional partners on a variety of land use, environmental, and infrastructure planning issues.

**Program overview  
and expenses**

In FY 1999-00 the City and Neighborhood Planning Section has 34.75 FTEs in addition to sharing clerical assistance with the Planning Support Group. It has a total budget of \$3,674,204.

**Significant  
workprogram items**

The FY 1999-00 work program consists primarily of projects that are currently underway that include

**Hollywood Town Center and Sandy Main Street Project**

Complete planning process, adopt plan and conduct follow-up activities.

**Design Infill**

Continue developing new Citywide design standards.

**Community Planning Follow-up**

Conduct follow-up activities including correcting problems and aiding implementation activities in areas with adopted plans, focusing on block grant-eligible areas.

**Endangered Species Act Response (Coordinated Citywide Program)**

As a part of the Citywide ESA response, the Bureau of Planning (BOP) ESA Team participates on the ESA Steering Committee, Administration Committee, Public Involvement Committee, and Riparian and Waterbody Construction Committee, and is responsible for leading and staffing the ESA Planning, Permitting and Enforcement Committee. The BOP ESA Team maintains ongoing coordination activities regarding ESA issues with the Willamette River Greenway Plan Update Team and OPDR staff. BOP ESA staff is organizing and coordinating Citywide fish habitat and presence inventories. In FY 1999-00 \$369,000 is budgeted for the bureau's work.

The Planning Enforcement and Permitting (PEP) team, staffed by the Bureau of Planning will:

- ◆ Continue discussions to evaluate effectiveness of the E-Zone Program and prepare recommendations to improve E-Zone Program effectiveness where needed. Confirm direction with City biologists.
- ◆ Hold a follow up workshop with NMFS to analyze the City's environmental zoning recommendations.
- ◆ Work with Blueprint 2000 to ensure that shortcomings in the development review process are addressed.
- ◆ Prepare and forward recommendations and comments for draft Flood Areas code amendments.
- ◆ Begin focused discussion about enforcement of existing and emerging regulations.

*The bureau continues to be very active in the Citywide ESA response.*

In support of the PEP Team and the City's ESA response, the Bureau of Planning will:

- ◆ Continue interbureau and interagency coordination to identify existing inventory information, identify future data collection priorities and assure that the information is collected in a form that is compatible with the Citywide GIS.
- ◆ Contract with the state ODFW (or other consultant) to fill in the gaps in the City's fish inventories.
- ◆ Develop outlines/scope of work for ESA related Goal 5 Fish Supplemental Report.
- ◆ Convene periodic meetings between Planning Bureau ESA and OPDR staff implementing Title 33 and Title 34 to share information.
- ◆ Develop Bureau of Planning web site to address planning related ESA issues.

*The bureau will work with PDC on the Central Eastside Industrial District.*

### **Central Eastside Industrial District**

This project will allow Bureau of Planning staff to participate in the first of two development opportunity strategies (DOS) currently planned for portions of the Central Eastside Industrial District. The DOS projects are focused efforts by the Portland Development Commission to promote, identify, and implement development projects in a portion of the Central Eastside Urban Renewal District. They also help to meet the City's goals for protecting and enhancing the employment base in the central city. In addition, the first DOS project has the support of the Central Eastside Industrial Council.

**Study Area:** The study area for the first DOS encompasses portions of sectors one and four of the Central Eastside Subdistrict of the Central City Plan District. The area is currently characterized by low and medium intensity industrial uses, and includes several large redevelopment opportunity sites including Oregon Department of Transportation (ODOT) property along the Willamette River. The Bureau of Planning's analysis activities and the implementation of land use regulation changes may apply to a larger area than the DOS and may include some examination of broader issues.

Bureau of Planning staff will participate in the first DOS project, for the following purposes:

- ◆ To enhance the technical and planning analysis components.
- ◆ To analyze possible impediments to development caused by existing land use regulations.
- ◆ To implement land use regulation changes that are consistent with current policies for the Central Eastside Industrial District and the project's desired outcomes.

A second, separate DOS, that may be undertaken at a later date, will encompass a significant portion of the area included in sector six of the Central Eastside Subdistrict of the Central City Plan District (often called the Southern Triangle).

### **Title 3 Implementation**

Address water quality, flood management and fish and wildlife conservation.

### **Willamette Greenway Plan**

Coordinate and manage the comprehensive revision of the Willamette Greenway Plan, in collaboration with BES, PDC and Parks.

### **Stormwater Management**

Coordinate with BES on developing and implementing strategies.

### **Block Grant Area Planning**

Develop area or neighborhood plans for block grant-eligible areas.

### **Historic Resources Program**

Provide assistance to neighborhoods and businesses to create new historic districts.

### **Urban Renewal Plans and Plan Amendments**

Process PDC proposals for new renewal plans and amendments to adopted renewal plans.

### **Comprehensive Plan Update, Phase II**

Classify Citywide Policies.

### **Housing**

Support the Housing and Community Development Commission.

### **Regional Coordination and Participation**

Provide staffing for the MPAC/MTAC, Railvolution, and Framework Plan.

### **Inter-bureau Coordination**

Work with City bureaus to achieve consistent use of land use assumptions, population forecasts, and other data in long range and facilities planning.

## **New Projects**

The new projects which will commence in FY 1999-00 (not including new add packages) are:

### **St. Johns Town Center and Lombard Main Street Project**

Initiate a comprehensive planning process following completion of the Southwest Community Plan.

### **Livable City Code Amendments**

Implement Title 33 changes to increase flexibility and improve compatibility and marketability of infill and redevelopment in mixed use areas.

## **PLANNING SUPPORT GROUP**

Planning Support Group provides a link between the policy function of the City and Neighborhood Planning Section and the implementation function of the Development Review Section. The main objectives of the Planning Support Group are as follows:

- ◆ Ensure that the Citywide and neighborhood-based policies and strategies that are developed in the City and Neighborhood Planning Section are streamlined, clear, and are as easy to implement as possible by the Development Review Section, other City bureaus and the public.
- ◆ Continue streamlining and clarifying zoning code through the Code Language Improvement Project.
- ◆ Implement Land Division Code Rewrite Project (Title 34 Rewrite).

- ◆ Improve communication within the bureau and externally.
- ◆ Edit all bureau documents for consistency and readability.
- ◆ Use graphics effectively and efficiently throughout the bureau as a critical component of clear communication.

**Program Overview  
and Expenses**

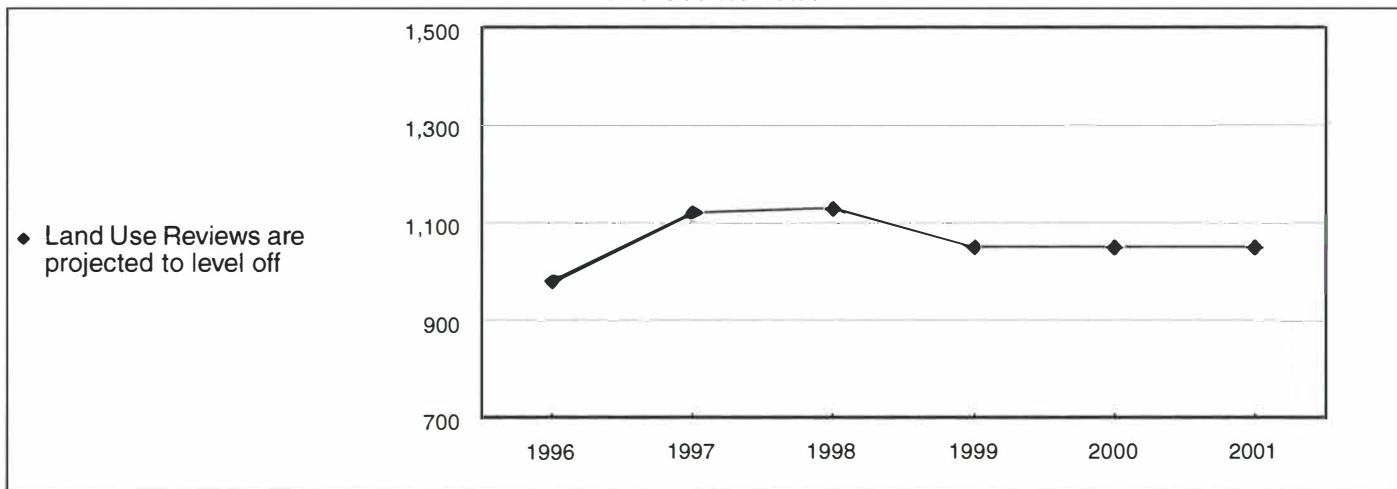
In FY 1999-00 the Planning Support Group Section has 6 FTEs. It has a total budget of \$571,053.

**CITY WIDE GIS**

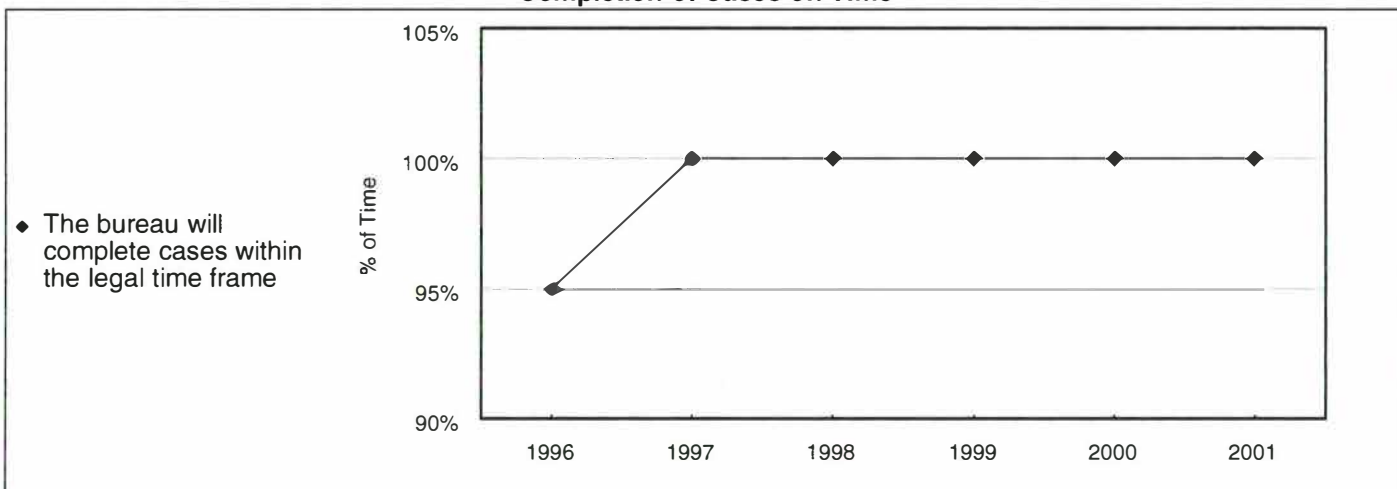
Effective FY 1998-99, this program is now administratively housed in the Office of Finance and Administration.

## Performance Measures

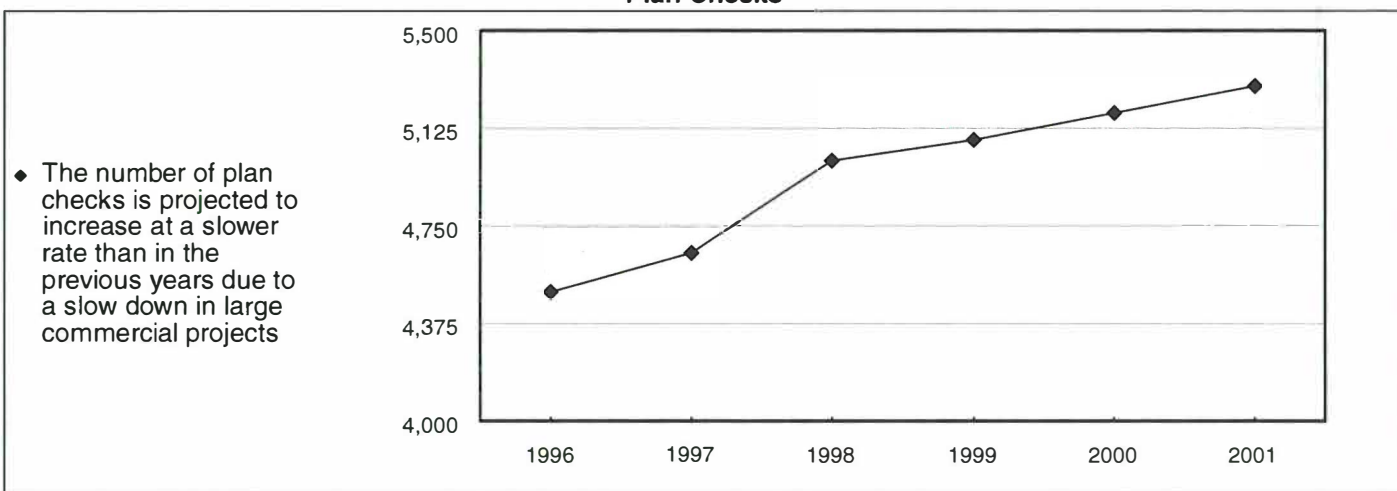
**Land Use Reviews**



**Completion of Cases on Time**



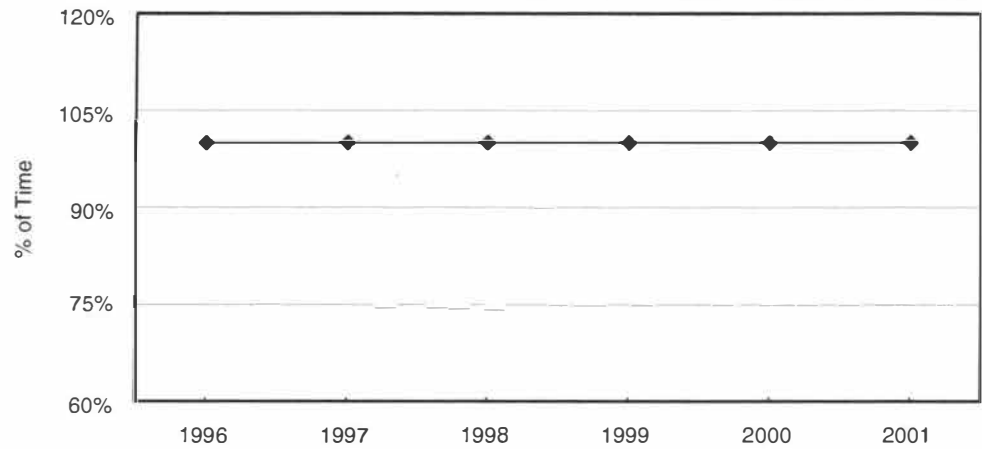
**Plan Checks**





**Turn Around on Information Calls**

- ◆ The planners are expected to continue to respond to requests for information within 24 hours after receiving the request



# Bureau of Planning AU 510

## PERFORMANCE MEASURES

|                                      | Actual<br>FY 1995-96 | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Yr End Est.<br>FY 1998-99 | Target<br>FY 1999-00 | Target<br>FY 2000-01 |
|--------------------------------------|----------------------|----------------------|----------------------|---------------------------|----------------------|----------------------|
| <b>Current Planning</b>              |                      |                      |                      |                           |                      |                      |
| <b>Workload</b>                      |                      |                      |                      |                           |                      |                      |
| Land Use Reviews Processed           | 981                  | 1,120                | 1,130                | 1,050                     | 1,050                | 1,050                |
| <b>Effectiveness</b>                 |                      |                      |                      |                           |                      |                      |
| Cases Created in Legal Time Frame    | 95.00%               | 100.00%              | 100.00%              | 100.00%                   | 100.00%              | 100.00%              |
| <b>Efficiency</b>                    |                      |                      |                      |                           |                      |                      |
| Type II Appeals Upheld               | 93%                  | 95%                  | 95%                  | 95%                       | 95%                  | 95%                  |
| <b>Permit Center</b>                 |                      |                      |                      |                           |                      |                      |
| <b>Workload</b>                      |                      |                      |                      |                           |                      |                      |
| 5080 Plan Checks Processed           | 4,496                | 4,644                | 5,000                | 5,080                     | 5,182                | 5,285                |
| <b>Effectiveness</b>                 |                      |                      |                      |                           |                      |                      |
| Residential Permits w/in 10 days DRT |                      | 100%                 | 100%                 | 100%                      | 100%                 | 100%                 |
| Calls returned w/in 24 hours         | 100%                 | 100%                 | 100%                 | 100%                      | 100%                 | 100%                 |
| <b>Efficiency</b>                    |                      |                      |                      |                           |                      |                      |
| Commercial Permits w/in 15 days      |                      | 100%                 | 100%                 | 100%                      | 100%                 | 100%                 |
| <b>Planning Support Group</b>        |                      |                      |                      |                           |                      |                      |
| <b>Workload</b>                      |                      |                      |                      |                           |                      |                      |
| # of Zone Amendments                 | 19                   | 25                   | 25                   | 25                        | 25                   | 25                   |

|   | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>EXPENDITURES</b>   |                      |                      |                       |                        |                       |
| <b>Operating Budget</b>   |                      |                      |                       |                        |                       |
| Personal Services   | 5,399,120            | 6,144,487            | 6,820,340             | 7,689,158              | 7,554,503             |
| External Materials and Service  | 776,609              | 634,323              | 916,945               | 938,238                | 1,253,280             |
| Internal Materials and Service  | 1,288,756            | 1,123,518            | 1,063,840             | 1,653,961              | 1,823,618             |
| Minor Capital Outlay  | 0                    | 0                    | 0                     | 0                      | 0                     |
| Equipment Cash Transfers  | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>Total Operating Budget</b>   | <b>7,464,485</b>     | <b>7,902,328</b>     | <b>8,801,125</b>      | <b>10,281,357</b>      | <b>10,631,401</b>     |
| Capital Improvements  | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>TOTAL BUREAU EXPENDITURES</b>  | <b>\$ 7,464,485</b>  | <b>\$ 7,902,328</b>  | <b>\$ 8,801,125</b>   | <b>\$ 10,281,357</b>   | <b>\$ 10,631,401</b>  |
| Allocated Overhead Costs  |                      |                      | 1,246,751             | 1,050,348              | 1,009,981             |
| <b>Total Cost with Allocated Overhead</b>   |                      |                      | <b>10,047,876</b>     | <b>11,365,529</b>      | <b>11,641,382</b>     |
| <b>Authorized Full-Time Positions</b>   |                      |                      |                       |                        |                       |
| General Fund Discretionary  | 74                   | 68                   | 71                    | 74                     | 76                    |
| <b>TOTAL POSITIONS</b>  | <b>105</b>           | <b>103</b>           | <b>106</b>            | <b>120</b>             | <b>117</b>            |
| <b>RESOURCES</b>  |                      |                      |                       |                        |                       |
| Discretionary General Fund  |                      | 3,740,889            | 4,715,571             | 6,027,220              | 6,848,443             |
| <b>Non-Discretionary Revenues</b>   |                      |                      |                       |                        |                       |
| Internal Revenues   |                      | 1,406,727            | 541,588               | 661,241                | 726,241               |
| Fee Revenues  |                      | 2,885,792            | 3,466,831             | 3,611,720              | 2,848,440             |
| Local Revenues  |                      | 20,969               | 95,231                | 0                      | 0                     |
| Miscellaneous Revenues  |                      | 21,254               | 15,000                | 15,000                 | 28,280                |
| Reserve Revenue   |                      | 0                    | 0                     | 0                      | 179,997               |
| <b>Total Non-Discretionary Revenues</b>   |                      | <b>4,334,742</b>     | <b>4,118,650</b>      | <b>4,287,961</b>       | <b>3,782,958</b>      |
| <b>Less: Cash Transfers</b>   |                      | <b>(173,303)</b>     | <b>(33,096)</b>       | <b>(33,824)</b>        | <b>(0)</b>            |
| <b>TOTAL GENERAL FUND RESOURCES</b>   |                      | <b>\$ 7,902,328</b>  | <b>\$ 8,801,125</b>   | <b>\$ 10,281,357</b>   | <b>\$ 10,631,401</b>  |
| Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.         |                      |                      |                       |                        |                       |
| Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue. |                      |                      |                       |                        |                       |
| <b>PROGRAMS</b>   |                      |                      |                       |                        |                       |
| Administration  |                      | 1,115,491            | 1,130,283             | 1,549,371              | 1,490,626             |
| Positions   |                      | 10                   | 12                    | 15                     | 14                    |
| Current Planning  |                      | 2,455,411            | 3,046,893             | 3,326,895              | 3,287,126             |
| Positions   |                      | 34                   | 38                    | 43                     | 39                    |
| City/Neighborhood Planning  |                      | 2,116,932            | 2,619,390             | 3,231,463              | 3,674,204             |
| Positions   |                      | 33                   | 31                    | 36                     | 35                    |
| Permit Center   |                      | 1,175,090            | 1,397,064             | 1,570,238              | 1,608,392             |
| Positions   |                      | 13                   | 19                    | 21                     | 22                    |
| Planning Support Group  |                      | 494,537              | 607,495               | 603,390                | 571,053               |
| Positions   |                      | 9                    | 8                     | 7                      | 7                     |
| City Wide GIS   |                      | 544,867              | 0                     | 0                      | 0                     |
| Positions   |                      | 4                    | 1                     | 0                      | 0                     |
| <b>TOTAL PROGRAMS</b>   |                      | <b>\$ 7,902,328</b>  | <b>\$ 8,801,125</b>   | <b>\$ 10,281,357</b>   | <b>\$ 10,631,401</b>  |
| Positions   |                      | <b>103</b>           | <b>109</b>            | <b>120</b>             | <b>117</b>            |

|   |                               | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|-------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>Personnel Services</b>                   |                               |                      |                      |                       |                        |                       |
| 511000                                      | Full-Time Employees           | 3,220,133            | 3,650,794            | 4,661,552             | 5,346,677              | 5,226,386             |
| 512000                                      | Part-Time Employees           | 202,255              | 202,526              | 208,371               | 158,688                | 158,688               |
| 514000                                      | Overtime                      | 66,988               | 106,760              | 84,781                | 86,591                 | 110,048               |
| 515000                                      | Premium Pay                   | 6,550                | 23,155               | 3,325                 | 3,399                  | 9,172                 |
| 517000                                      | Benefits                      | 1,381,118            | 1,588,325            | 1,862,311             | 2,093,803              | 2,050,209             |
| 518000                                      | Paid Absence                  | 522,076              | 572,927              | 0                     | 0                      | 0                     |
| <b>Total Personnel Services</b>             |                               | <b>5,399,120</b>     | <b>6,144,487</b>     | <b>6,820,340</b>      | <b>7,689,158</b>       | <b>7,554,503</b>      |
| <b>Materials and Services</b>               |                               |                      |                      |                       |                        |                       |
| <b>External Materials and Service</b>       |                               |                      |                      |                       |                        |                       |
| 521000                                      | Professional Services         | 214,909              | 82,277               | 379,710               | 437,902                | 449,713               |
| 522000                                      | Utilities                     | 0                    | 0                    | 0                     | 0                      | 0                     |
| 523000                                      | Equipment Rental              | 0                    | 0                    | 0                     | 0                      | 0                     |
| 524000                                      | Repair & Maintenance Services | 13,941               | 22,853               | 46,260                | 46,907                 | 46,907                |
| 525000                                      | Non-Capital Improvement       | 0                    | 0                    | 0                     | 0                      | 0                     |
| 528000                                      | Local Match Payments          | 0                    | 0                    | 0                     | 0                      | 0                     |
| 529000                                      | Miscellaneous Services        | 66,388               | 53,205               | 36,615                | 26,594                 | 25,551                |
| 531000                                      | Office Supplies               | 38,602               | 32,606               | 69,967                | 74,362                 | 79,785                |
| 532000                                      | Operating Supplies            | 0                    | 0                    | 0                     | 0                      | 0                     |
| 533000                                      | Repair & Maintenance Supplies | 0                    | 0                    | 0                     | 0                      | 0                     |
| 534000                                      | Minor Equipment & Tools       | 306,903              | 347,584              | 135,738               | 166,107                | 123,966               |
| 535000                                      | Clothing & Uniforms           | 0                    | 0                    | 0                     | 0                      | 0                     |
| 539000                                      | Other Commodities External    | 16,016               | 7,987                | 8,240                 | 8,878                  | 11,577                |
| 541000                                      | Education                     | 46,757               | 35,196               | 45,127                | 55,666                 | 55,666                |
| 542000                                      | Local Travel                  | 637                  | 447                  | 3,182                 | 1,956                  | 3,456                 |
| 543000                                      | Out-of-Town Travel            | 7,823                | 10,457               | 7,162                 | 7,257                  | 7,257                 |
| 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                 | 64,633               | 41,711               | 184,944               | 112,609                | 449,402               |
| <b>Total External Materials and Service</b> |                               | <b>776,609</b>       | <b>634,323</b>       | <b>916,945</b>        | <b>938,238</b>         | <b>1,253,280</b>      |
| <b>Internal Materials and Service</b>       |                               |                      |                      |                       |                        |                       |
| 551000                                      | Fleet Services                | 14,737               | 10,828               | 16,356                | 15,525                 | 15,525                |
| 552000                                      | Printing & Distribution       | 294,853              | 273,842              | 317,663               | 326,147                | 326,147               |
| 553000                                      | Facilities Services           | 421,702              | 360,999              | 369,226               | 870,993                | 989,738               |
| 554000                                      | Communications Services       | 75,935               | 70,928               | 87,663                | 83,254                 | 83,254                |
| 555000                                      | Data Processing Services      | 98,240               | 110,602              | 130,876               | 152,312                | 203,224               |
| 556000                                      | Insurance                     | 99,386               | 102,010              | 102,056               | 105,730                | 105,730               |
| 557000                                      | Master Lease                  | 46,763               | 77,747               | 0                     | 0                      | 0                     |
| 558000                                      | Same Fund Services            | 5,000                | 0                    | 0                     | 0                      | 0                     |
| 559000                                      | Other Fund Services           | 232,140              | 116,562              | 40,000                | 100,000                | 100,000               |
| <b>Total Internal Materials and Service</b> |                               | <b>1,288,756</b>     | <b>1,123,518</b>     | <b>1,063,840</b>      | <b>1,653,961</b>       | <b>1,823,618</b>      |
| <b>Total Materials and Services</b>         |                               | <b>2,065,365</b>     | <b>1,757,841</b>     | <b>1,980,785</b>      | <b>2,592,199</b>       | <b>3,076,898</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                     |
| 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>\$ 7,464,485</b>  | <b>\$ 7,902,328</b>  | <b>\$ 8,801,125</b>   | <b>\$ 10,281,357</b>   | <b>\$ 10,631,401</b>  |

**Bureau of Planning AU 510**

**FULL-TIME POSITIONS**

| Class                            | Title                            | Actual<br>FY 1997 | Actual<br>FY 1998 | Revised<br>FY 1998-99 |                     | Approved<br>FY 1999-00 |                     | Adopted<br>FY 1999-00 |                     |
|----------------------------------|----------------------------------|-------------------|-------------------|-----------------------|---------------------|------------------------|---------------------|-----------------------|---------------------|
|                                  |                                  | No.               | No.               | No.                   | Amount              | No.                    | Amount              | No.                   | Amount              |
| 510                              | Accounting Assistant             | 1                 | 1                 | 1                     | 31,195              | 1                      | 32,341              | 1                     | 32,341              |
| 819                              | Administrative Assistant         | 1                 | 1                 | 2                     | 79,783              | 1                      | 41,689              | 1                     | 41,689              |
| 926                              | Administrative Services Manager  | 1                 | 1                 | 1                     | 64,477              | 1                      | 60,365              | 1                     | 60,365              |
| 922                              | Administrative Supervisor II     | 1                 | 1                 | 1                     | 46,374              | 1                      | 50,052              | 1                     | 50,052              |
| 826                              | Assistant Financial Analyst      | 0                 | 0                 | 1                     | 40,632              | 0                      | 0                   | 0                     | 0                   |
| 962                              | Assistant Program Specialist     | 0                 | 0                 | 1                     | 37,827              | 1                      | 42,130              | 1                     | 42,130              |
| 514                              | Associate Accountant             | 1                 | 1                 | 0                     | 0                   | 0                      | 0                   | 0                     | 0                   |
| 3228                             | Associate Planner                | 13                | 14                | 7                     | 320,259             | 15                     | 497,788             | 17                    | 559,464             |
| 3236                             | Chief Planner                    | 1                 | 3                 | 5                     | 332,567             | 4                      | 288,535             | 4                     | 288,535             |
| 114                              | Clerical Specialist              | 4                 | 4                 | 4                     | 112,628             | 5                      | 154,664             | 4                     | 126,829             |
| 7490                             | Community Relations Assistant    | 0                 | 1                 | 1                     | 39,025              | 1                      | 42,130              | 1                     | 42,130              |
| 118                              | Customer Services Representative | 1                 | 1                 | 1                     | 27,327              | 1                      | 26,535              | 1                     | 26,535              |
| 2510                             | Data Processing Operations Tech  | 0                 | 1                 | 1                     | 43,685              | 0                      | 0                   | 0                     | 0                   |
| 943                              | Economist II                     | 0                 | 0                 | 1                     | 14,222              | 0                      | 0                   | 1                     | 62,817              |
| 3270                             | Graphics Illustrator I           | 1                 | 0                 | 0                     | 0                   | 1                      | 29,805              | 1                     | 29,805              |
| 3271                             | Graphics Illustrator II          | 1                 | 2                 | 2                     | 89,066              | 1                      | 39,887              | 1                     | 39,887              |
| 245                              | Hearings Clerk                   | 1                 | 1                 | 1                     | 37,421              | 1                      | 40,977              | 1                     | 40,977              |
| 2522                             | Info Systems Tech I              | 0                 | 0                 | 0                     | 0                   | 0                      | 0                   | 1                     | 34,647              |
| 2542                             | Information Systems Analyst II   | 0                 | 0                 | 1                     | 41,231              | 4                      | 195,414             | 2                     | 97,707              |
| 2544                             | Information Systems Analyst IV   | 1                 | 1                 | 1                     | 53,721              | 1                      | 65,123              | 1                     | 65,123              |
| 2550                             | Information Systems Manager      | 2                 | 2                 | 0                     | 0                   | 0                      | 0                   | 0                     | 0                   |
| 3222                             | Permit Center Supervisor         | 1                 | 1                 | 0                     | 0                   | 0                      | 0                   | 0                     | 0                   |
| 3229                             | Planner                          | 41                | 32                | 36                    | 1,502,700           | 41                     | 1,804,167           | 39                    | 1,711,775           |
| 3238                             | Planning Director                | 1                 | 1                 | 1                     | 92,310              | 1                      | 95,724              | 1                     | 95,724              |
| 970                              | Program Manager II               | 1                 | 1                 | 2                     | 54,601              | 2                      | 125,048             | 2                     | 125,048             |
| 972                              | Program Manager III              | 2                 | 2                 | 2                     | 158,312             | 2                      | 164,158             | 2                     | 164,158             |
| 220                              | Secretarial Clerk I              | 3                 | 4                 | 6                     | 150,759             | 1                      | 25,299              | 1                     | 25,299              |
| 221                              | Secretarial Clerk II             | 2                 | 3                 | 2                     | 49,448              | 8                      | 250,978             | 7                     | 219,286             |
| 816                              | Senior Administrative Specialist | 0                 | 0                 | 0                     | 0                   | 1                      | 35,784              | 1                     | 35,784              |
| 828                              | Senior Financial Analyst         | 0                 | 0                 | 0                     | 0                   | 1                      | 51,166              | 1                     | 51,166              |
| 2552                             | Senior Information Systems Mgr   | 1                 | 1                 | 0                     | 0                   | 0                      | 0                   | 0                     | 0                   |
| 3231                             | Senior Planner                   | 12                | 13                | 15                    | 769,407             | 16                     | 874,344             | 16                    | 874,344             |
| 900                              | Staff Assistant                  | 3                 | 2                 | 3                     | 70,979              | 3                      | 78,809              | 3                     | 78,809              |
| 3107                             | Technician I                     | 5                 | 6                 | 8                     | 297,906             | 5                      | 174,763             | 4                     | 144,958             |
| 3108                             | Technician II                    | 1                 | 1                 | 1                     | 46,792              | 0                      | 0                   | 0                     | 0                   |
| 3109                             | Technician III                   | 2                 | 1                 | 1                     | 56,898              | 1                      | 59,002              | 1                     | 59,002              |
| <b>TOTAL FULL-TIME POSITIONS</b> |                                  | <b>105</b>        | <b>103</b>        | <b>109</b>            | <b>\$ 4,661,552</b> | <b>120</b>             | <b>\$ 5,346,677</b> | <b>117</b>            | <b>\$ 5,226,386</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 |       |   |
|  | 9,206,204 | 0         | 9,206,204     | 109.0 | FY 1999-2000 Current Service Level Estimate |
| CSL Estimate Adjustments                 |           |           |               |       | None  |
| Mayor's Proposed Budget Decisions        |           |           |               |       |   |
|  | 5,971     | 0         | 5,971         | 0.0   | Child Care Facility                         |
|  | 35,489    | 0         | 35,489        | 0.0   | Smart Building Backbone                     |
|  | 9,746     | 0         | 9,746         | 0.0   | BIT Interagency Increase                    |
|  | 200,000   | 100,000   | 300,000       | 5.0   | Long Range Planning                         |
|  | 0         | 100,000   | 100,000       | 2.0   | Greenway                                    |
|  | 0         | 150,000   | 150,000       | 2.0   | NW Industrial                               |
|  | 0         | 50,000    | 50,000        | 1.0   | West Downtown                               |
|  | 0         | 50,000    | 50,000        | 1.0   | Pleasant Valley                             |
|  | 0         | 79,420    | 79,420        | 0.0   | Technology Strategic Plan                   |
|  | 0         | 328,351   | 328,351       | 0.0   | Second Year Budget Decision 2040 Planning   |
| Approved Budget Additions and Reductions |           |           |               |       |   |
|  |           |           |               |       | None  |
| Adopted Budget Additions and Reductions  |           |           |               |       |   |
|  | 0         | 70,000    | 70,000        | 0.0   | TRACS support                               |
|  | (763,280) | 179,997   | (583,283)     | (5.0) | Adjustment due to revenue shortfall         |
|  | 0         | 13,280    | 13,280        | 0.0   | Other revenue for 2040                      |
|  | 148,720   | 0         | 148,720       | 0.0   | Target adjustment Dev. Bldg. Planning       |
|  | 16,223    | 0         | 16,223        | 0.0   | IT positions adjustment                     |
|  | 160,000   | 0         | 160,000       | 0.0   | Target adjustment Dev. Bldg. Buildings      |
|  | 172,280   | 0         | 172,280       | 0.0   | Target adjustment Planning/OPDR Dev. Blg.   |
|  | 0         | 65,000    | 65,000        | 2.0   | I/A with OFA                                |
|  | 0         | 169,000   | 169,000       | 0.0   | Carryover for Greenway project              |
|  | 0         | 85,000    | 85,000        | 0.0   | Carryover for ESA project                   |
|  | (14,851)  | 1,440,048 | 1,425,197     | 8.0   | Total FY 1999-2000 Decision Packages        |
|  |           |           | \$ 10,631,401 | 117.0 | Total Adopted Budget                        |
| FY1999-2000 Decision Packages Not Funded |           |           |               |       |   |
|  | 47,500    | 0         | 47,500        | 0.0   | NW Industrial reduction                     |
|  | 125,000   | 0         | 125,000       | 0.0   | Public Facilities Plan                      |
|  | 100,000   | 0         | 100,000       | 0.0   | West Downtown reduction                     |
|  | 125,000   | 0         | 125,000       | 0.0   | Good Design Handbook                        |
|  | 75,000    | 0         | 75,000        | 0.0   | Pleasant Valley reduction                   |
|  | 35,000    | 0         | 35,000        | 0.0   | Historic Resources Program                  |
|  | 222,580   | 0         | 222,580       | 0.0   | Technology Strategic Plan Reduction         |
|  |           |           | \$ 730,080    | 0.0   | Total Decision Packages Not Funded          |

# Assessment Collection Fund – 114

## FUND SUMMARY

|                                      | Actual<br>FY 1996–97 | Actual<br>FY 1997–98 | Revised<br>FY 1998–99 | Yr End Est.<br>FY 1998–99 | Approved<br>FY 1999–00 | Adopted<br>FY 1999–00 |
|--------------------------------------|----------------------|----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| <b>RESOURCES</b>                     |                      |                      |                       |                           |                        |                       |
| <b>External Revenues</b>             |                      |                      |                       |                           |                        |                       |
| <b>Miscellaneous Revenues</b>        |                      |                      |                       |                           |                        |                       |
| Collection of Assessment             | 0                    | 275                  | 1,000                 | 3,000                     | 1,000                  | 1,000                 |
| Interest Earned                      | 8,080                | 4,812                | 5,250                 | 5,750                     | 2,750                  | 2,750                 |
|                                      | 8,080                | 5,087                | 6,250                 | 8,750                     | 3,750                  | 3,750                 |
| <b>Total External Revenues</b>       | 8,080                | 5,087                | 6,250                 | 8,750                     | 3,750                  | 3,750                 |
| <b>Internal Revenues</b>             |                      |                      |                       |                           |                        |                       |
| <b>Beginning Fund Balance</b>        | 134,120              | 84,859               | 30,956                | 31,370                    | 39,341                 | 39,341                |
| <b>TOTAL RESOURCES</b>               | <b>\$ 142,200</b>    | <b>\$ 89,946</b>     | <b>\$ 37,206</b>      | <b>\$ 40,120</b>          | <b>\$ 43,091</b>       | <b>\$ 43,091</b>      |
| <b>REQUIREMENTS</b>                  |                      |                      |                       |                           |                        |                       |
| <b>Bureau Expenses</b>               |                      |                      |                       |                           |                        |                       |
| City Auditor                         | 56,920               | 58,200               | 0                     | 0                         | 0                      | 0                     |
|                                      | 56,920               | 58,200               | 0                     | 0                         | 0                      | 0                     |
| <b>Total Bureau Expenses</b>         | 56,920               | 58,200               | 0                     | 0                         | 0                      | 0                     |
| <b>Fund Requirements</b>             |                      |                      |                       |                           |                        |                       |
| <b>General Operating Contingency</b> |                      |                      |                       |                           |                        |                       |
| General Operating Contingency        | 0                    | 0                    | 36,424                | 39,341                    | 42,599                 | 42,641                |
|                                      | 0                    | 0                    | 36,424                | 39,341                    | 42,599                 | 42,641                |
| <b>General Fund Overhead</b>         | 423                  | 376                  | 782                   | 779                       | 492                    | 450                   |
| <b>Unappropriated Ending Balance</b> |                      |                      |                       |                           |                        |                       |
| Unappropriated Ending Balance        | 84,857               | 31,370               | 0                     | 0                         | 0                      | 0                     |
|                                      | 84,857               | 31,370               | 0                     | 0                         | 0                      | 0                     |
| <b>Total Fund Requirements</b>       | 85,280               | 31,746               | 37,206                | 40,120                    | 43,091                 | 43,091                |
| <b>TOTAL REQUIREMENTS</b>            | <b>\$ 142,200</b>    | <b>\$ 89,946</b>     | <b>\$ 37,206</b>      | <b>\$ 40,120</b>          | <b>\$ 43,091</b>       | <b>\$ 43,091</b>      |

## FUND OVERVIEW

The Assessment Collection Fund is inactive and will eventually be devoid of resources. The City may reactivate the fund by selling Charter bonds. Such a decision will be made as part of a comprehensive strategy for managing the City's inventory of delinquent liens receivables.

# Bancroft Bond Fund – 311

## FUND SUMMARY

|                                      | Actual<br>FY 1996–97 | Actual<br>FY 1997–98 | Revised<br>FY 1998–99 | Yr End Est.<br>FY 1998–99 | Approved<br>FY 1999–00 | Adopted<br>FY 1999–00 |
|--------------------------------------|----------------------|----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| <b>RESOURCES</b>                     |                      |                      |                       |                           |                        |                       |
| <b>External Revenues</b>             |                      |                      |                       |                           |                        |                       |
| <b>Miscellaneous Revenues</b>        |                      |                      |                       |                           |                        |                       |
| Collection of Assessment             | 14,406,404           | 12,048,479           | 3,433,626             | 6,568,040                 | 4,004,147              | 4,004,147             |
| Interest Earned                      | 4,497,970            | 3,897,773            | 4,563,108             | 2,853,636                 | 3,505,353              | 3,505,353             |
|                                      | 18,904,374           | 15,946,252           | 7,996,734             | 9,421,676                 | 7,509,500              | 7,509,500             |
| <b>Total External Revenues</b>       | 18,904,374           | 15,946,252           | 7,996,734             | 9,421,676                 | 7,509,500              | 7,509,500             |
| <b>Internal Revenues</b>             |                      |                      |                       |                           |                        |                       |
| <b>Beginning Fund Balance</b>        | 11,184,511           | 8,616,293            | 3,718,487             | 10,053,883                | 4,240,228              | 4,240,228             |
| <b>TOTAL RESOURCES</b>               | <b>\$ 30,088,885</b> | <b>\$ 24,562,545</b> | <b>\$ 11,715,221</b>  | <b>\$ 19,475,559</b>      | <b>\$ 11,749,728</b>   | <b>\$ 11,749,728</b>  |
| <b>REQUIREMENTS</b>                  |                      |                      |                       |                           |                        |                       |
| <b>Bureau Expenses</b>               |                      |                      |                       |                           |                        |                       |
| <b>Fund Requirements</b>             |                      |                      |                       |                           |                        |                       |
| <b>Debt Retirement</b>               | 21,472,594           | 14,508,659           | 7,474,993             | 15,235,331                | 7,906,320              | 7,906,320             |
| <b>Unappropriated Ending Balance</b> |                      |                      |                       |                           |                        |                       |
| Unappropriated Ending Balance        | 8,616,291            | 10,053,886           | 4,240,228             | 4,240,228                 | 3,843,408              | 3,843,408             |
|                                      | 8,616,291            | 10,053,886           | 4,240,228             | 4,240,228                 | 3,843,408              | 3,843,408             |
| <b>Total Fund Requirements</b>       | 30,088,885           | 24,562,545           | 11,715,221            | 19,475,559                | 11,749,728             | 11,749,728            |
| <b>TOTAL REQUIREMENTS</b>            | <b>\$ 30,088,885</b> | <b>\$ 24,562,545</b> | <b>\$ 11,715,221</b>  | <b>\$ 19,475,559</b>      | <b>\$ 11,749,728</b>   | <b>\$ 11,749,728</b>  |

## FUND OVERVIEW

This fund is used to achieve a proper matching of revenues and expenditures related to financing public infrastructure improvements requested by property owners. Specifically, this fund accounts for resources, and the allocation thereof, to pay principal and interest on outstanding indebtedness related to financing these improvements.



**Bancroft Bond Fund – 311**
**DEBT REDEMPTION SCHEDULE**

| Bond Description     | Amount Issued | Fiscal Year | Principal | Coupon | Interest  | Total P+I |
|----------------------|---------------|-------------|-----------|--------|-----------|-----------|
| Series 1990          | 2,910,000     | 1999/00     | -         | 0.00%  | 26,455    | 26,455    |
| Dept. of Env Quality |               | 2000/01     | -         | 0.00%  | 26,455    | 26,455    |
| 09/01/90             |               | 2001/02     | -         | 0.00%  | 26,455    | 26,455    |
| Due 12/1             |               | 2002/03     | -         | 0.00%  | 26,455    | 26,455    |
|                      |               | 2003/04     | -         | 0.00%  | 26,455    | 26,455    |
|                      |               | 2004/05     | -         | 0.00%  | 26,455    | 26,455    |
|                      |               | 2005/06     | -         | 0.00%  | 26,455    | 26,455    |
|                      |               | 2006/07     | -         | 0.00%  | 26,455    | 26,455    |
|                      |               | 2007/08     | -         | 0.00%  | 26,455    | 26,455    |
|                      |               | 2008/09     | -         | 0.00%  | 26,455    | 26,455    |
|                      |               | 2009/10     | -         | 0.00%  | 26,455    | 26,455    |
|                      |               | 2010/11     | 370,000   | 7.15%  | 13,228    | 383,228   |
|                      |               | TOTAL       | 370,000   |        | 304,233   | 674,233   |
| Series 1992 A        | 10,935,000    | 1999/00     | -         | 0.00%  | 60,308    | 60,308    |
| Dept. of Env Quality |               | 2000/01     | -         | 0.00%  | 60,308    | 60,308    |
| 02/27/92             |               | 2001/02     | -         | 5.65%  | 60,308    | 60,308    |
| Due 12/1             |               | 2002/03     | -         | 0.00%  | 60,308    | 60,308    |
|                      |               | 2003/04     | -         | 0.00%  | 60,308    | 60,308    |
|                      |               | 2004/05     | -         | 0.00%  | 60,308    | 60,308    |
|                      |               | 2005/06     | -         | 0.00%  | 60,308    | 60,308    |
|                      |               | 2006/07     | -         | 0.00%  | 60,308    | 60,308    |
|                      |               | 2007/08     | -         | 0.00%  | 60,308    | 60,308    |
|                      |               | 2008/09     | -         | 0.00%  | 60,308    | 60,308    |
|                      |               | 2009/10     | -         | 0.00%  | 60,308    | 60,308    |
|                      |               | 2010/11     | -         | 0.00%  | 60,308    | 60,308    |
|                      |               | 2011/12     | 935,000   | 6.45%  | 30,154    | 965,154   |
|                      |               | TOTAL       | 935,000   |        | 753,844   | 1,688,844 |
| Series 1993 A        | 57,440,000    | 1999/00     | -         | 0.00%  | 281,098   | 281,098   |
| Dept. of Env Quality |               | 2000/01     | -         | 0.00%  | 281,098   | 281,098   |
| 06/23/93             |               | 2001/02     | -         | 0.00%  | 281,098   | 281,098   |
| Due 6/1              |               | 2002/03     | -         | 0.00%  | 281,098   | 281,098   |
|                      |               | 2003/04     | -         | 0.00%  | 281,098   | 281,098   |
|                      |               | 2004/05     | -         | 0.00%  | 281,098   | 281,098   |
|                      |               | 2005/06     | -         | 0.00%  | 281,098   | 281,098   |
|                      |               | 2006/07     | -         | 0.00%  | 281,098   | 281,098   |
|                      |               | 2007/08     | -         | 0.00%  | 281,098   | 281,098   |
|                      |               | 2008/09     | -         | 0.00%  | 281,098   | 281,098   |
|                      |               | 2009/10     | -         | 0.00%  | 281,098   | 281,098   |
|                      |               | 2010/11     | -         | 0.00%  | 281,098   | 281,098   |
|                      |               | 2011/12     | -         | 0.00%  | 281,098   | 281,098   |
|                      |               | 2012/13     | 4,910,000 | 5.73%  | 281,098   | 5,191,098 |
|                      |               | TOTAL       | 4,910,000 |        | 3,935,365 | 8,845,365 |
| Series 1994 A        | 19,100,000    | 1999/00     | -         | 0.00%  | 192,900   | 192,900   |
| Dept. of Env Quality |               | 2000/01     | -         | 0.00%  | 192,900   | 192,900   |
| 04/14/94             |               | 2001/02     | -         | 0.00%  | 192,900   | 192,900   |
| Due 6/1              |               | 2002/03     | -         | 0.00%  | 192,900   | 192,900   |
|                      |               | 2003/04     | -         | 0.00%  | 192,900   | 192,900   |
|                      |               | 2004/05     | -         | 0.00%  | 192,900   | 192,900   |
|                      |               | 2005/06     | -         | 0.00%  | 192,900   | 192,900   |
|                      |               | 2006/07     | -         | 0.00%  | 192,900   | 192,900   |
|                      |               | 2007/08     | -         | 0.00%  | 192,900   | 192,900   |
|                      |               | 2008/09     | -         | 0.00%  | 192,900   | 192,900   |
|                      |               | 2009/10     | -         | 0.00%  | 192,900   | 192,900   |
|                      |               | 2010/11     | -         | 0.00%  | 192,900   | 192,900   |
|                      |               | 2011/12     | -         | 0.00%  | 192,900   | 192,900   |
|                      |               | 2012/13     | -         | 0.00%  | 192,900   | 192,900   |
|                      |               | 2013/14     | 3,215,000 | 6.00%  | 192,900   | 3,407,900 |
|                      |               | TOTAL       | 3,215,000 |        | 2,893,500 | 6,108,500 |
| TOTAL                | 90,385,000    | 1999/00     | -         |        | 560,760   | 560,760   |
| Dept. of Env Quality |               | 2000/01     | -         |        | 560,760   | 560,760   |

| Bond Description  | Amount Issued | Fiscal Year | Principal | Coupon | Interest  | Total P+I  |
|---|---------------|-------------|-----------|--------|-----------|------------|
|   |               | 2001/02     | -         |        | 560,760   | 560,760    |
|   |               | 2002/03     | -         |        | 560,760   | 560,760    |
|   |               | 2003/04     | -         |        | 560,760   | 560,760    |
|   |               | 2004/05     | -         |        | 560,760   | 560,760    |
|   |               | 2005/06     | -         |        | 560,760   | 560,760    |
|   |               | 2006/07     | -         |        | 560,760   | 560,760    |
|   |               | 2007/08     | -         |        | 560,760   | 560,760    |
|   |               | 2008/09     | -         |        | 560,760   | 560,760    |
|   |               | 2009/10     | -         |        | 560,760   | 560,760    |
|   |               | 2010/11     | 370,000   |        | 547,533   | 917,533    |
|   |               | 2011/12     | 935,000   |        | 504,151   | 1,439,151  |
|   |               | 2012/13     | 4,910,000 |        | 473,998   | 5,383,998  |
|   |               | 2013/14     | 3,215,000 |        | 192,900   | 3,407,900  |
|   |               |             | 9,430,000 |        | 7,886,941 | 17,316,941 |
| Series 1994 A<br>Limited Tax Imp<br>05/01/94<br>Due 6/1 | 6,925,000     | 1999/00     | -         | 0.00%  | 101,488   | 101,488    |
|   |               | 2000/01     | -         | 0.00%  | 101,488   | 101,488    |
|   |               | 2001/02     | -         | 0.00%  | 101,488   | 101,488    |
|   |               | 2002/03     | -         | 0.00%  | 101,488   | 101,488    |
|   |               | 2003/04     | -         | 0.00%  | 101,488   | 101,488    |
|   |               | 2004/05     | -         | 0.00%  | 101,488   | 101,488    |
|   |               | 2005/06     | -         | 0.00%  | 101,488   | 101,488    |
|   |               | 2006/07     | -         | 0.00%  | 101,488   | 101,488    |
|   |               | 2007/08     | -         | 0.00%  | 101,488   | 101,488    |
|   |               | 2008/09     | -         | 0.00%  | 101,488   | 101,488    |
|   |               | 2009/10     | -         | 0.00%  | 101,488   | 101,488    |
|   |               | 2010/11     | -         | 0.00%  | 101,488   | 101,488    |
|   |               | 2011/12     | -         | 0.00%  | 101,488   | 101,488    |
|   |               | 2012/13     | -         | 0.00%  | 101,488   | 101,488    |
|   |               | 2013/14     | 1,765,000 | 5.75%  | 101,488   | 1,866,488  |
|   |               | TOTAL       | 1,765,000 |        | 1,522,313 | 3,287,313  |
| Series 1995 A<br>Limited Tax Imp<br>05/01/94<br>Due 6/1 | 6,210,000     | 1999/00     | 315,000   | 7.70%  | 108,780   | 423,780    |
|   |               | 2000/01     | -         | 0.00%  | 84,525    | 84,525     |
|   |               | 2001/02     | -         | 0.00%  | 84,525    | 84,525     |
|   |               | 2002/03     | -         | 0.00%  | 84,525    | 84,525     |
|   |               | 2003/04     | -         | 0.00%  | 84,525    | 84,525     |
|   |               | 2004/05     | -         | 0.00%  | 84,525    | 84,525     |
|   |               | 2005/06     | -         | 0.00%  | 84,525    | 84,525     |
|   |               | 2006/07     | -         | 0.00%  | 84,525    | 84,525     |
|   |               | 2007/08     | -         | 0.00%  | 84,525    | 84,525     |
|   |               | 2008/09     | -         | 0.00%  | 84,525    | 84,525     |
|   |               | 2009/10     | -         | 0.00%  | 84,525    | 84,525     |
|   |               | 2010/11     | -         | 0.00%  | 84,525    | 84,525     |
|   |               | 2011/12     | -         | 0.00%  | 84,525    | 84,525     |
|   |               | 2012/13     | -         | 0.00%  | 84,525    | 84,525     |
|   |               | 2013/14     | -         | 0.00%  | 84,525    | 84,525     |
|   |               | 2014/15     | 1,610,000 | 5.25%  | 84,525    | 1,694,525  |
|   |               | TOTAL       | 1,925,000 |        | 1,376,655 | 3,301,655  |
| Series 1996 A<br>Limited Tax Imp<br>Due 6/1             | 7,525,000     | 1999/00     | 425,000   | 8.00%  | 229,658   | 654,658    |
|   |               | 2000/01     | 380,000   | 7.60%  | 195,658   | 575,658    |
|   |               | 2001/02     | -         |        | 166,778   | 166,778    |
|   |               | 2002/03     | -         |        | 166,778   | 166,778    |
|   |               | 2003/04     | -         |        | 166,778   | 166,778    |
|   |               | 2004/05     | -         |        | 166,778   | 166,778    |
|   |               | 2005/06     | -         | 4.85%  | 166,778   | 166,778    |
|   |               | 2006/07     | -         |        | 166,778   | 166,778    |
|   |               | 2007/08     | -         |        | 166,778   | 166,778    |
|   |               | 2008/09     | -         |        | 166,778   | 166,778    |
|   |               | 2009/10     | -         |        | 166,778   | 166,778    |
|   |               | 2010/11     | -         |        | 166,778   | 166,778    |
|   |               | 2011/12     | -         |        | 166,778   | 166,778    |

| Bond Description  | Amount Issued | Fiscal Year | Principal | Coupon | Interest  | Total P+I  |
|-------------------|---------------|-------------|-----------|--------|-----------|------------|
|                   |               | 2012/13     | -         |        | 166,778   | 166,778    |
|                   |               | 2013/14     | -         |        | 166,778   | 166,778    |
|                   |               | 2014/15     | -         |        | 166,778   | 166,778    |
|                   |               | 2015/16     | 3,005,000 | 5.55%  | 166,778   | 3,171,778  |
|                   |               | TOTAL       | 3,810,000 |        | 2,926,978 | 6,736,978  |
| Series 1998 A     | 8,460,000     | 1999/00     | 560,000   | 7.50%  | 256,518   | 816,518    |
| Limited Tax Imp   |               | 2000/01     | 585,000   | 4.00%  | 214,518   | 799,518    |
|                   |               | 2001/02     | 575,000   | 4.05%  | 191,118   | 766,118    |
| Due 6/1           |               | 2002/03     | 455,000   | 4.10%  | 167,830   | 622,830    |
|                   |               | 2003/04     | -         | 0.00%  | 149,175   | 149,175    |
|                   |               | 2004/05     | -         | 0.00%  | 149,175   | 149,175    |
|                   |               | 2005/06     | -         | 0.00%  | 149,175   | 149,175    |
|                   |               | 2006/07     | -         | 0.00%  | 149,175   | 149,175    |
|                   |               | 2007/08     | -         | 4.35%  | 149,175   | 149,175    |
|                   |               | 2008/09     | -         | 0.00%  | 149,175   | 149,175    |
|                   |               | 2009/10     | -         | 0.00%  | 149,175   | 149,175    |
|                   |               | 2010/11     | -         | 0.00%  | 149,175   | 149,175    |
|                   |               | 2011/12     | -         | 0.00%  | 149,175   | 149,175    |
|                   |               | 2012/13     | -         | 0.00%  | 149,175   | 149,175    |
|                   |               | 2013/14     | -         | 0.00%  | 149,175   | 149,175    |
|                   |               | 2014/15     | -         | 0.00%  | 149,175   | 149,175    |
|                   |               | 2015/16     | -         | 0.00%  | 149,175   | 149,175    |
|                   |               | 2016/17     | -         | 0.00%  | 149,175   | 149,175    |
|                   |               | 2017/18     | 3,060,000 | 4.88%  | 149,175   | 3,209,175  |
|                   |               | TOTAL       | 5,235,000 |        | 3,067,608 | 8,302,608  |
| Series 1999 A     | 8,685,000     | 1999/00     | 495,000   | 7.50%  | 475,335   | 970,335    |
| Limited Tax Imp   |               | 2000/01     | 490,000   | 4.00%  | 385,155   | 875,155    |
| 4/1/1999          |               | 2001/02     | 510,000   | 4.05%  | 361,880   | 871,880    |
| Due 6/1           |               | 2002/03     | 520,000   | 4.10%  | 336,380   | 856,380    |
|                   |               | 2003/04     | 450,000   | 0.00%  | 310,380   | 760,380    |
|                   |               | 2004/05     | -         | 0.00%  | 286,755   | 286,755    |
|                   |               | 2005/06     | -         | 0.00%  | 286,755   | 286,755    |
|                   |               | 2006/07     | -         | 0.00%  | 286,755   | 286,755    |
|                   |               | 2007/08     | -         | 4.35%  | 286,755   | 286,755    |
|                   |               | 2008/09     | 2,440,000 | 0.00%  | 286,755   | 2,726,755  |
|                   |               | 2009/10     | -         | 0.00%  | 184,275   | 184,275    |
|                   |               | 2010/11     | -         | 0.00%  | 184,275   | 184,275    |
|                   |               | 2011/12     | -         | 0.00%  | 184,275   | 184,275    |
|                   |               | 2012/13     | -         | 0.00%  | 184,275   | 184,275    |
|                   |               | 2013/14     | -         | 0.00%  | 184,275   | 184,275    |
|                   |               | 2014/15     | -         | 0.00%  | 184,275   | 184,275    |
|                   |               | 2015/16     | -         | 0.00%  | 184,275   | 184,275    |
|                   |               | 2016/17     | -         | 0.00%  | 184,275   | 184,275    |
|                   |               | 2017/18     | -         | 4.88%  | 184,275   | 184,275    |
|                   |               | 2018/19     | 3,780,000 |        | 184,275   | 3,964,275  |
|                   |               | TOTAL       | 8,685,000 |        | 5,145,655 | 13,830,655 |
| TOTAL             | 37,805,000    | 1999/00     | 1,795,000 |        | 1,171,778 | 2,966,778  |
| Limited Tax       |               | 2000/01     | 1,455,000 |        | 981,343   | 2,436,343  |
| Improvement Bonds |               | 2001/02     | 1,085,000 |        | 905,788   | 1,990,788  |
|                   |               | 2002/03     | 975,000   |        | 857,000   | 1,832,000  |
|                   |               | 2003/04     | 450,000   |        | 812,345   | 1,262,345  |
|                   |               | 2004/05     | -         |        | 788,720   | 788,720    |
|                   |               | 2005/06     | -         |        | 788,720   | 788,720    |
|                   |               | 2006/07     | -         |        | 788,720   | 788,720    |
|                   |               | 2007/08     | -         |        | 788,720   | 788,720    |
|                   |               | 2008/09     | 2,440,000 |        | 788,720   | 3,228,720  |
|                   |               | 2009/10     | -         |        | 686,240   | 686,240    |
|                   |               | 2010/11     | -         |        | 686,240   | 686,240    |
|                   |               | 2011/12     | -         |        | 686,240   | 686,240    |
|                   |               | 2012/13     | -         |        | 686,240   | 686,240    |

| Bond Description               | Amount<br>Issued | Fiscal Year  | Principal            | Coupon | Interest             | Total P+I            |
|--------------------------------|------------------|--------------|----------------------|--------|----------------------|----------------------|
|                                |                  | 2013/14      | 1,765,000            |        | 686,240              | 2,451,240            |
|                                |                  | 2014/15      | 1,610,000            |        | 584,753              | 2,194,753            |
|                                |                  | 2015/16      | 3,005,000            |        | 500,228              | 3,505,228            |
|                                |                  | 2016/17      | -                    |        | 333,450              | 333,450              |
|                                |                  | 2017/18      | 3,060,000            |        | 333,450              | 3,393,450            |
|                                |                  | 2018/19      | 3,780,000            |        | 184,275              | 3,964,275            |
|                                |                  | <b>TOTAL</b> | <b>21,420,000</b>    |        | <b>14,039,208</b>    | <b>35,459,208</b>    |
| <b>Proposed Calls</b>          |                  | 1998/99      | 4,115,000            |        |                      | 4,115,000            |
| <b>COMBINED DEBT SERVICE</b>   | 128,190,000      | 1999/00      | 5,910,000            |        | 1,732,538            | 7,642,538            |
|                                |                  | 2000/01      | 1,455,000            |        | 1,542,103            | 2,997,103            |
|                                |                  | 2001/02      | 1,085,000            |        | 1,466,548            | 2,551,548            |
|                                |                  | 2002/03      | 975,000              |        | 1,417,760            | 2,392,760            |
|                                |                  | 2003/04      | 450,000              |        | 1,373,105            | 1,823,105            |
|                                |                  | 2004/05      | -                    |        | 1,349,480            | 1,349,480            |
|                                |                  | 2005/06      | -                    |        | 1,349,480            | 1,349,480            |
|                                |                  | 2006/07      | -                    |        | 1,349,480            | 1,349,480            |
|                                |                  | 2007/08      | -                    |        | 1,349,480            | 1,349,480            |
|                                |                  | 2008/09      | 2,440,000            |        | 1,349,480            | 3,789,480            |
|                                |                  | 2009/10      | -                    |        | 1,247,000            | 1,247,000            |
|                                |                  | 2010/11      | 370,000              |        | 1,233,773            | 1,603,773            |
|                                |                  | 2011/12      | 935,000              |        | 1,190,391            | 2,125,391            |
|                                |                  | 2012/13      | 4,910,000            |        | 1,160,238            | 6,070,238            |
|                                |                  | 2013/14      | 4,980,000            |        | 879,140              | 5,859,140            |
|                                |                  | 2014/15      | 1,610,000            |        | 584,753              | 2,194,753            |
|                                |                  | 2015/16      | 3,005,000            |        | 500,228              | 3,505,228            |
|                                |                  | 2016/17      | -                    |        | 333,450              | 333,450              |
|                                |                  | 2017/18      | 3,060,000            |        | 333,450              | 3,393,450            |
|                                |                  | 2018/19      | 3,780,000            |        | 184,275              | 3,964,275            |
| <b>TOTAL FUND DEBT SERVICE</b> |                  |              | <b>\$ 34,965,000</b> |        | <b>\$ 21,926,149</b> | <b>\$ 56,891,149</b> |

# Property Management License Fund – 117

## FUND SUMMARY

|   | Actual<br>FY 1996–97 | Actual<br>FY 1997–98 | Revised<br>FY 1998–99 | Yr End Est.<br>FY 1998–99 | Approved<br>FY 1999–00 | Adopted<br>FY 1999–00 |
|---|----------------------|----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| <b>RESOURCES</b>                            |                      |                      |                       |                           |                        |                       |
| <b>External Revenues</b>                    |                      |                      |                       |                           |                        |                       |
| <b>Licenses and Permits</b>                 |                      |                      |                       |                           |                        |                       |
| Business Licenses                           | 2,242,164            | 2,603,148            | 2,765,747             | 2,719,025                 | 2,765,747              | 2,765,747             |
|   | 2,242,164            | 2,603,148            | 2,765,747             | 2,719,025                 | 2,765,747              | 2,765,747             |
| <b>Service Charges and Fees</b>             |                      |                      |                       |                           |                        |                       |
| Miscellaneous                               | 0                    | 0                    | 3,000                 | 500                       | 500                    | 500                   |
|   | 0                    | 0                    | 3,000                 | 500                       | 500                    | 500                   |
| <b>Miscellaneous Revenues</b>               |                      |                      |                       |                           |                        |                       |
| Collection of Assessment                    | 22,495               | 4,560                | 0                     | 3,000                     | 3,000                  | 3,000                 |
| Interest Earned                             | 18,681               | 16,630               | 13,000                | 13,000                    | 13,000                 | 13,000                |
|   | 41,176               | 21,190               | 13,000                | 16,000                    | 16,000                 | 16,000                |
| <b>Total External Revenues</b>              | <b>2,283,340</b>     | <b>2,624,338</b>     | <b>2,781,747</b>      | <b>2,735,525</b>          | <b>2,782,247</b>       | <b>2,782,247</b>      |
| <b>Internal Revenues</b>                    |                      |                      |                       |                           |                        |                       |
| Beginning Fund Balance                      | 23,259               | 23,361               | 13,995                | 81,379                    | 29,009                 | 29,009                |
| <b>TOTAL RESOURCES</b>                      | <b>\$ 2,306,599</b>  | <b>\$ 2,647,699</b>  | <b>\$ 2,795,742</b>   | <b>\$ 2,816,904</b>       | <b>\$ 2,811,256</b>    | <b>\$ 2,811,256</b>   |
| <b>REQUIREMENTS</b>                         |                      |                      |                       |                           |                        |                       |
| <b>Bureau Expenses</b>                      |                      |                      |                       |                           |                        |                       |
| External Materials and Service              | 2,283,239            | 2,595,329            | 2,781,747             | 2,782,247                 | 2,782,247              | 2,782,247             |
| <b>Total Bureau Expenses</b>                | <b>2,283,239</b>     | <b>2,595,329</b>     | <b>2,781,747</b>      | <b>2,782,247</b>          | <b>2,782,247</b>       | <b>2,782,247</b>      |
| <b>Fund Requirements</b>                    |                      |                      |                       |                           |                        |                       |
| <b>General Operating Contingency</b>        |                      |                      |                       |                           |                        |                       |
| General Operating Contingency               | 0                    | 0                    | 10,000                | 5,648                     | 29,009                 | 29,009                |
|   | 0                    | 0                    | 10,000                | 5,648                     | 29,009                 | 29,009                |
| <b>Unappropriated Ending Balance</b>        |                      |                      |                       |                           |                        |                       |
| Unappropriated Ending Balance               | 23,360               | 52,370               | 3,995                 | 29,009                    | 0                      | 0                     |
|   | 23,360               | 52,370               | 3,995                 | 29,009                    | 0                      | 0                     |
| <b>Total Fund Requirements</b>              | <b>23,360</b>        | <b>52,370</b>        | <b>13,995</b>         | <b>34,657</b>             | <b>29,009</b>          | <b>29,009</b>         |
| <b>TOTAL REQUIREMENTS</b>                   | <b>\$ 2,306,599</b>  | <b>\$ 2,647,699</b>  | <b>\$ 2,795,742</b>   | <b>\$ 2,816,904</b>       | <b>\$ 2,811,256</b>    | <b>\$ 2,811,256</b>   |
| <b>LINE ITEM DETAIL – AU 249</b>            |                      |                      |                       |                           |                        |                       |
| <b>Materials and Services</b>               |                      |                      |                       |                           |                        |                       |
| <b>External Materials and Service</b>       |                      |                      |                       |                           |                        |                       |
| 521000 Professional Services                | 2,283,239            | 2,595,329            | 2,781,747             | 2,782,247                 | 2,782,247              | 2,782,247             |
| <b>Total External Materials and Service</b> | <b>2,283,239</b>     | <b>2,595,329</b>     | <b>2,781,747</b>      | <b>2,782,247</b>          | <b>2,782,247</b>       | <b>2,782,247</b>      |
| <b>Total Materials and Services</b>         | <b>2,283,239</b>     | <b>2,595,329</b>     | <b>2,781,747</b>      | <b>2,782,247</b>          | <b>2,782,247</b>       | <b>2,782,247</b>      |
| <b>TOTAL BUREAU EXPENSES</b>                | <b>\$ 2,283,239</b>  | <b>\$ 2,595,329</b>  | <b>\$ 2,781,747</b>   | <b>\$ 2,782,247</b>       | <b>\$ 2,782,247</b>    | <b>\$ 2,782,247</b>   |

## FUND OVERVIEW

The Business Property Management Fund administers the collection of the Business Property Management License fee payable by the managers of participating properties within the district. This fee supports the Clean & Safe Program. The fund transfers payments to the Bureau of Licenses for reimbursement of program costs.

The purpose of the program is to keep the City's center vital and attractive to businesses, shoppers, and visitors.

## History

Portland's Downtown Clean & Safe services district was established in 1988. On October 1, 1997 City Council unanimously voted to renew the district for three years and expand the program to add some residential property managers to assist in funding the program.

**Fee Structure**

The license fee is based upon three factors that have been developed as measures of the need-for-services load created by the use of downtown property. The factors are:

- ◆ Value of improvements
- ◆ Square feet of the sum of improvements and land square footage
- ◆ Elevator capacity

**Services**

Portland Downtown Services, Inc., by way of its Downtown Clean & Safe Program and through a management agreement with the City of Portland, provides services. These services are:

- ◆ Enhanced security
- ◆ Sidewalk and graffiti cleaning
- ◆ Business recruitment and retention and marketing services in the central business district.

# Convention and Tourism Fund – 201

## FUND SUMMARY

|   | Actual<br>FY 1996–97 | Actual<br>FY 1997–98 | Revised<br>FY 1998–99 | Yr End Est.<br>FY 1998–99 | Approved<br>FY 1999–00 | Adopted<br>FY 1999–00 |
|---|----------------------|----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| <b>RESOURCES</b>                            |                      |                      |                       |                           |                        |                       |
| External Revenues                           |                      |                      |                       |                           |                        |                       |
| Lodging Taxes                               | 1,854,995            | 1,960,449            | 2,029,330             | 2,029,330                 | 2,192,134              | 2,192,134             |
| Miscellaneous Revenues                      |                      |                      |                       |                           |                        |                       |
| Interest Earned                             | 13,564               | 15,380               | 15,900                | 15,900                    | 15,900                 | 15,900                |
|   | 13,564               | 15,380               | 15,900                | 15,900                    | 15,900                 | 15,900                |
| <b>Total External Revenues</b>              | <b>1,868,559</b>     | <b>1,975,829</b>     | <b>2,045,230</b>      | <b>2,045,230</b>          | <b>2,208,034</b>       | <b>2,208,034</b>      |
| Internal Revenues                           |                      |                      |                       |                           |                        |                       |
| Beginning Fund Balance                      | 58,524               | 75,376               | 51,797                | 91,625                    | 667                    | 667                   |
| <b>TOTAL RESOURCES</b>                      | <b>\$ 1,927,083</b>  | <b>\$ 2,051,205</b>  | <b>\$ 2,097,027</b>   | <b>\$ 2,136,855</b>       | <b>\$ 2,208,701</b>    | <b>\$ 2,208,701</b>   |
| <b>REQUIREMENTS</b>                         |                      |                      |                       |                           |                        |                       |
| Bureau Expenses                             |                      |                      |                       |                           |                        |                       |
| External Materials and Service              | 1,798,804            | 1,904,511            | 1,971,612             | 1,971,612                 | 2,132,362              | 2,132,362             |
| Business Licenses                           | 46,736               | 50,641               | 52,081                | 52,081                    | 52,967                 | 52,967                |
|   | 46,736               | 50,641               | 52,081                | 52,081                    | 52,967                 | 52,967                |
| <b>Total Bureau Expenses</b>                | <b>1,845,540</b>     | <b>1,955,152</b>     | <b>2,023,693</b>      | <b>2,023,693</b>          | <b>2,185,329</b>       | <b>2,185,329</b>      |
| Fund Requirements                           |                      |                      |                       |                           |                        |                       |
| General Operating Contingency               |                      |                      |                       |                           |                        |                       |
| General Operating Contingency               | 0                    | 0                    | 67,564                | 106,725                   | 16,567                 | 16,363                |
|   | 0                    | 0                    | 67,564                | 106,725                   | 16,567                 | 16,363                |
| General Fund Overhead                       | 6,166                | 4,429                | 5,770                 | 5,770                     | 6,805                  | 7,009                 |
| Unappropriated Ending Balance               |                      |                      |                       |                           |                        |                       |
| Unappropriated Ending Balance               | 75,377               | 91,624               | 0                     | 667                       | 0                      | 0                     |
|   | 75,377               | 91,624               | 0                     | 667                       | 0                      | 0                     |
| <b>Total Fund Requirements</b>              | <b>81,543</b>        | <b>96,053</b>        | <b>73,334</b>         | <b>113,162</b>            | <b>23,372</b>          | <b>23,372</b>         |
| <b>TOTAL REQUIREMENTS</b>                   | <b>\$ 1,927,083</b>  | <b>\$ 2,051,205</b>  | <b>\$ 2,097,027</b>   | <b>\$ 2,136,855</b>       | <b>\$ 2,208,701</b>    | <b>\$ 2,208,701</b>   |
| <b>LINE ITEM DETAIL – AU 255</b>            |                      |                      |                       |                           |                        |                       |
| Materials and Services                      |                      |                      |                       |                           |                        |                       |
| External Materials and Service              |                      |                      |                       |                           |                        |                       |
| 549000 Miscellaneous                        | 1,798,804            | 1,904,511            | 1,971,612             | 1,971,612                 | 2,132,362              | 2,132,362             |
| <b>Total External Materials and Service</b> | <b>1,798,804</b>     | <b>1,904,511</b>     | <b>1,971,612</b>      | <b>1,971,612</b>          | <b>2,132,362</b>       | <b>2,132,362</b>      |
| Internal Materials and Service              |                      |                      |                       |                           |                        |                       |
| 559000 Other Fund Services                  | 46,736               | 50,641               | 52,081                | 52,081                    | 52,967                 | 52,967                |
| <b>Total Internal Materials and Service</b> | <b>46,736</b>        | <b>50,641</b>        | <b>52,081</b>         | <b>52,081</b>             | <b>52,967</b>          | <b>52,967</b>         |
| <b>Total Materials and Services</b>         | <b>1,845,540</b>     | <b>1,955,152</b>     | <b>2,023,693</b>      | <b>2,023,693</b>          | <b>2,185,329</b>       | <b>2,185,329</b>      |
| <b>TOTAL BUREAU EXPENSES</b>                | <b>\$ 1,845,540</b>  | <b>\$ 1,955,152</b>  | <b>\$ 2,023,693</b>   | <b>\$ 2,023,693</b>       | <b>\$ 2,185,329</b>    | <b>\$ 2,185,329</b>   |

## FUND OVERVIEW

The Convention and Tourism Fund collects the Transient Lodgings Tax. It disburses funds to both the City and Multnomah County with a portion going toward the promotion and procurement of convention business and tourism as established by City Charter. The City currently contracts with the Portland, Oregon Visitors Association (POVA) for this service.

The Bureau of Licenses manages the Convention and Tourism Fund and administers the collection of the taxes.

### Disbursement of Tax

The tax is disbursed as follows:

- ◆ Owners are allowed to keep 15% of the 9% of the hotel/motel tax for collection and remittance costs.
- ◆ 2.85% goes directly to a trust fund for Multnomah County.

- ◆ 5% of the remaining 6% is deposited to the City's General Fund and the other 1% is deposited to the Convention and Tourism Fund.

## CHANGES FROM PRIOR YEAR

The increase in resources from FY 1998-99 to FY 1999-00 is the result of an increase in the hotel/motel business in the City.



# Housing Investment Fund – 209

## FUND SUMMARY

|   | Actual<br>FY 1996–97 | Actual<br>FY 1997–98 | Revised<br>FY 1998–99 | Yr End Est.<br>FY 1998–99 | Approved<br>FY 1999–00 | Adopted<br>FY 1999–00 |
|---|----------------------|----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| <b>RESOURCES</b>                        |                      |                      |                       |                           |                        |                       |
| <b>External Revenues</b>                |                      |                      |                       |                           |                        |                       |
| <b>Miscellaneous Revenues</b>           |                      |                      |                       |                           |                        |                       |
| Interest Earned                         | 95,493               | 66,571               | 0                     | 318,803                   | 0                      | 0                     |
|   | 95,493               | 66,571               | 0                     | 318,803                   | 0                      | 0                     |
| <b>Total External Revenues</b>          | 95,493               | 66,571               | 0                     | 318,803                   | 0                      | 0                     |
| <b>Internal Revenues</b>                |                      |                      |                       |                           |                        |                       |
| <b>Other Cash Transfers</b>             |                      |                      |                       |                           |                        |                       |
| General Fund                            | 0                    | 11,766,672           | 7,257,502             | 7,257,502                 | 7,534,262              | 8,034,262             |
|   | 0                    | 11,766,672           | 7,257,502             | 7,257,502                 | 7,534,262              | 8,034,262             |
| <b>Interfund Service Reimbursements</b> |                      |                      |                       |                           |                        |                       |
| Home Grant Operating Fund               | 0                    | 0                    | 233,000               | 0                         | 0                      | 0                     |
|   | 0                    | 0                    | 233,000               | 0                         | 0                      | 0                     |
| <b>Total Internal Revenues</b>          | 0                    | 11,766,672           | 7,490,502             | 7,257,502                 | 7,534,262              | 8,034,262             |
| <b>Beginning Fund Balance</b>           | 3,316,891            | 1,982,359            | 0                     | 9,865,421                 | 67,373                 | 67,373                |
| <b>TOTAL RESOURCES</b>                  | <b>\$ 3,412,384</b>  | <b>\$ 13,815,602</b> | <b>\$ 7,490,502</b>   | <b>\$ 17,441,726</b>      | <b>\$ 7,601,635</b>    | <b>\$ 8,101,635</b>   |

## REQUIREMENTS

|                                       |                     |                      |                     |                      |                     |                     |
|---------------------------------------|---------------------|----------------------|---------------------|----------------------|---------------------|---------------------|
| <b>Bureau Expenses</b>                |                     |                      |                     |                      |                     |                     |
| <b>External Materials and Service</b> |                     |                      |                     |                      |                     |                     |
|                                       | 1,430,025           | 3,950,182            | 6,530,000           | 13,794,627           | 4,109,301           | 7,924,709           |
| <b>Total Bureau Expenses</b>          | 1,430,025           | 3,950,182            | 6,530,000           | 13,794,627           | 4,109,301           | 7,924,709           |
| <b>Fund Requirements</b>              |                     |                      |                     |                      |                     |                     |
| <b>General Operating Contingency</b>  |                     |                      |                     |                      |                     |                     |
| General Operating Contingency         | 0                   | 0                    | 0                   | 67,373               | 166,926             | 166,926             |
|                                       | 0                   | 0                    | 0                   | 67,373               | 166,926             | 166,926             |
| <b>Fund Cash Transfers</b>            |                     |                      |                     |                      |                     |                     |
| Intermediate Debt Fund                | 0                   | 0                    | 960,502             | 3,579,726            | 3,325,408           | 10,000              |
|                                       | 0                   | 0                    | 960,502             | 3,579,726            | 3,325,408           | 10,000              |
| <b>Unappropriated Ending Balance</b>  |                     |                      |                     |                      |                     |                     |
| Unappropriated Ending Balance         | 1,982,359           | 9,865,420            | 0                   | 0                    | 0                   | 0                   |
|                                       | 1,982,359           | 9,865,420            | 0                   | 0                    | 0                   | 0                   |
| <b>Total Fund Requirements</b>        | 1,982,359           | 9,865,420            | 960,502             | 3,647,099            | 3,492,334           | 176,926             |
| <b>TOTAL REQUIREMENTS</b>             | <b>\$ 3,412,384</b> | <b>\$ 13,815,602</b> | <b>\$ 7,490,502</b> | <b>\$ 17,441,726</b> | <b>\$ 7,601,635</b> | <b>\$ 8,101,635</b> |

## LINE ITEM DETAIL – AU 292

|   |                     |                     |                     |                      |                     |                     |
|---|---------------------|---------------------|---------------------|----------------------|---------------------|---------------------|
| <b>Materials and Services</b>               |                     |                     |                     |                      |                     |                     |
| <b>External Materials and Service</b>       |                     |                     |                     |                      |                     |                     |
| 529000 Miscellaneous Services               | 1,430,025           | 3,950,182           | 6,530,000           | 203,124              | 0                   | 0                   |
| 549000 Miscellaneous                        | 0                   | 0                   | 0                   | 13,591,503           | 4,109,301           | 7,924,709           |
| <b>Total External Materials and Service</b> | 1,430,025           | 3,950,182           | 6,530,000           | 13,794,627           | 4,109,301           | 7,924,709           |
| <b>Total Materials and Services</b>         | 1,430,025           | 3,950,182           | 6,530,000           | 13,794,627           | 4,109,301           | 7,924,709           |
| <b>TOTAL BUREAU EXPENSES</b>                | <b>\$ 1,430,025</b> | <b>\$ 3,950,182</b> | <b>\$ 6,530,000</b> | <b>\$ 13,794,627</b> | <b>\$ 4,109,301</b> | <b>\$ 7,924,709</b> |

## FUND OVERVIEW

In FY 1994-95 Council allocated an initial \$4 million over two years to establish the Housing Investment Fund (HIF). The HIF provides gap financing for housing projects that fulfill the goals of the Livable City Housing Initiatives and the strategies developed by the Livable City Housing Council. In FY 1995-96, \$2.4 million was added to the HIF from the General Fund resources made available by levying of tax increment, for a total commitment of \$6.4 million.

Council directed that a Development Fee Waiver program be implemented within the resources of the Housing Investment Fund. The waivers of certain development fees will be provided to non-profit developers of affordable housing. Affordable housing is defined as ownership units affordable to a family with income at 80% of the regional median income and rental units affordable at 60% of the regional median income.

Council committed an additional \$24.6 million in General Fund resources in the FY 1996-97 budget, for a total commitment of \$30 million. Council directed this additional \$24.6 million be committed to specific projects over a two year time period. Actual disbursement will occur over three to four years as projects are built.

*The City has committed over \$100 million to affordable housing in this biennium budget.*

An additional \$3.4 million in General Fund resources was added during FY 1997-98. City Council chose to add another \$1.0 million to the Housing Investment Fund from General Fund discretionary resources for the FY 1998-99 Adopted Budget. This amount is intended to support housing preservation and land acquisition in approximately equal shares. These additions bring the total city commitment to \$36.6 million. The Community Development Block Grant is contributing \$233,000 per year in FY1997-98 and FY 1998-99.

The City desires to preserve affordable housing in properties at risk for loss of affordable housing by conversion to non-residential uses, or to condominiums, or by raising rents to market levels. The City prefers that such properties be purchased by non-profit organizations such as the Housing Authority of Portland who will maintain the commitment to long term affordability. These properties are located throughout the city, and some are within tax increment districts. In the event that the City is unable to preserve affordability through purchase, resources are provided as a portion of \$1 million added to provide transition services for displaced tenants.

## CHANGES FROM PRIOR YEAR

City Council allocated an additional \$1.27 million to support affordable housing and \$1.8 million targeted for the interim purchase of HUD section 8 housing that may become available for purchase in fiscal year 1999-00.

# L I D Construction Fund – 502

## FUND SUMMARY

|   | Actual<br>FY 1996–97 | Actual<br>FY 1997–98 | Revised<br>FY 1998–99 | Yr End Est.<br>FY 1998–99 | Approved<br>FY 1999–00 | Adopted<br>FY 1999–00 |
|---|----------------------|----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| <b>RESOURCES</b>                        |                      |                      |                       |                           |                        |                       |
| <b>External Revenues</b>                |                      |                      |                       |                           |                        |                       |
| <b>Service Charges and Fees</b>         |                      |                      |                       |                           |                        |                       |
| Miscellaneous                           | 1,646,141            | 2,100,653            | 1,000,000             | 2,000,000                 | 879,000                | 879,000               |
|   | 1,646,141            | 2,100,653            | 1,000,000             | 2,000,000                 | 879,000                | 879,000               |
| <b>Miscellaneous Revenues</b>           |                      |                      |                       |                           |                        |                       |
| Bond and Note Sales                     | 6,831,250            | 12,255,437           | 21,500,000            | 11,500,000                | 21,000,000             | 21,000,000            |
| Collection of Assessment                | 691,054              | 1,144,745            | 2,405,326             | 1,500,000                 | 1,500,000              | 1,500,000             |
| Interest Earned                         | 273,383              | 214,803              | 225,000               | 250,000                   | 250,000                | 250,000               |
| Other Miscellaneous                     | 60                   | 1,307                | (88,000)              | 0                         | 0                      | 0                     |
| Refunds                                 | 0                    | 606                  | 0                     | 500                       | 600                    | 600                   |
|   | 7,795,747            | 13,616,898           | 24,042,326            | 13,250,500                | 22,750,600             | 22,750,600            |
| <b>Total External Revenues</b>          | <b>9,441,888</b>     | <b>15,717,551</b>    | <b>25,042,326</b>     | <b>15,250,500</b>         | <b>23,629,600</b>      | <b>23,629,600</b>     |
| <b>Internal Revenues</b>                |                      |                      |                       |                           |                        |                       |
| <b>Other Cash Transfers</b>             |                      |                      |                       |                           |                        |                       |
| General Fund                            | 0                    | 205,031              | 0                     | 0                         | 0                      | 0                     |
| Sewer System Construction Fund          | 89,905               | 74,592               | 56,630                | 56,630                    | 46,633                 | 46,633                |
| Capital Improvement Fund                | 0                    | 803,676              | 0                     | 0                         | 0                      | 0                     |
| Transportation Operating Fund           | 32,205               | 23,816               | 18,909                | 18,909                    | 14,065                 | 14,065                |
|   | 122,110              | 1,107,115            | 75,539                | 75,539                    | 60,698                 | 60,698                |
| <b>Interfund Service Reimbursements</b> |                      |                      |                       |                           |                        |                       |
| Environmental Services                  | 19,000               | 19,403               | 0                     | 0                         | 0                      | 0                     |
| Fire Bureau                             | 17,000               | 0                    | 0                     | 0                         | 0                      | 0                     |
| Housing & Community Development         | 1,800,389            | 349,541              | 995,300               | 600,000                   | 150,000                | 150,000               |
| Transportation                          | 101,650              | 90,413               | 60,000                | 11,495                    | 0                      | 0                     |
|   | 1,938,039            | 459,357              | 1,055,300             | 611,495                   | 150,000                | 150,000               |
| <b>Total Internal Revenues</b>          | <b>2,060,149</b>     | <b>1,566,472</b>     | <b>1,130,839</b>      | <b>687,034</b>            | <b>210,698</b>         | <b>210,698</b>        |
| <b>Beginning Fund Balance</b>           | <b>(2,808,138)</b>   | <b>(1,327,012)</b>   | <b>1,929,367</b>      | <b>(639,261)</b>          | <b>690,391</b>         | <b>690,391</b>        |
| <b>TOTAL RESOURCES</b>                  | <b>\$ 8,693,899</b>  | <b>\$ 15,957,011</b> | <b>\$ 28,102,532</b>  | <b>\$ 15,298,273</b>      | <b>\$ 24,530,689</b>   | <b>\$ 24,530,689</b>  |
| <b>REQUIREMENTS</b>                     |                      |                      |                       |                           |                        |                       |
| <b>Bureau Expenses</b>                  |                      |                      |                       |                           |                        |                       |
| <b>External Materials and Service</b>   |                      |                      |                       |                           |                        |                       |
| City Auditor                            | 10,744               | 72,537               | 150,000               | 75,000                    | 75,000                 | 75,000                |
| Environmental Services                  | 914,646              | 970,092              | 1,306,664             | 1,306,664                 | 1,360,536              | 1,373,581             |
| Finance & Administration                | 0                    | 0                    | 182,170               | 0                         | 0                      | 0                     |
| Transportation                          | 65,673               | 60,101               | 72,166                | 72,166                    | 73,371                 | 73,371                |
|   | 1,813,950            | 1,528,273            | 2,911,504             | 1,000,000                 | 7,612,410              | 7,612,410             |
|   | 2,794,269            | 2,558,466            | 4,472,504             | 2,378,830                 | 9,046,317              | 9,059,362             |
| <b>Capital Outlay</b>                   | <b>6,878,594</b>     | <b>4,753,412</b>     | <b>5,807,500</b>      | <b>2,500,000</b>          | <b>2,037,100</b>       | <b>2,037,100</b>      |
| <b>Total Bureau Expenses</b>            | <b>9,683,607</b>     | <b>7,384,415</b>     | <b>10,430,004</b>     | <b>4,953,830</b>          | <b>11,158,417</b>      | <b>11,171,462</b>     |
| <b>Fund Requirements</b>                |                      |                      |                       |                           |                        |                       |
| <b>General Operating Contingency</b>    |                      |                      |                       |                           |                        |                       |
| General Operating Contingency           | 0                    | 0                    | 815,821               | 0                         | 247,435                | 232,506               |
|   | 0                    | 0                    | 815,821               | 0                         | 247,435                | 232,506               |
| <b>General Fund Overhead</b>            | <b>9,803</b>         | <b>119,203</b>       | <b>196,707</b>        | <b>314,052</b>            | <b>124,837</b>         | <b>126,721</b>        |
| <b>Fund Cash Transfers</b>              |                      |                      |                       |                           |                        |                       |
| Sewer System Construction               | 0                    | 6,627,813            | 4,000,000             | 4,000,000                 | 4,000,000              | 4,000,000             |
|   | 0                    | 6,627,813            | 4,000,000             | 4,000,000                 | 4,000,000              | 4,000,000             |
| <b>Debt Retirement</b>                  | <b>327,501</b>       | <b>2,464,840</b>     | <b>12,660,000</b>     | <b>5,340,000</b>          | <b>9,000,000</b>       | <b>9,000,000</b>      |
| <b>Unappropriated Ending Balance</b>    |                      |                      |                       |                           |                        |                       |
| Unappropriated Ending Balance           | (1,327,012)          | (639,260)            | 0                     | 690,391                   | 0                      | 0                     |
|   | (1,327,012)          | (639,260)            | 0                     | 690,391                   | 0                      | 0                     |
| <b>Total Fund Requirements</b>          | <b>(989,708)</b>     | <b>8,572,596</b>     | <b>17,672,528</b>     | <b>10,344,443</b>         | <b>13,372,272</b>      | <b>13,359,227</b>     |
| <b>TOTAL REQUIREMENTS</b>               | <b>\$ 8,693,899</b>  | <b>\$ 15,957,011</b> | <b>\$ 28,102,532</b>  | <b>\$ 15,298,273</b>      | <b>\$ 24,530,689</b>   | <b>\$ 24,530,689</b>  |

### LINE ITEM DETAIL – AU 742

|   |                     |                     |                      |                     |                      |                      |
|---|---------------------|---------------------|----------------------|---------------------|----------------------|----------------------|
| <b>Materials and Services</b>               |                     |                     |                      |                     |                      |                      |
| <b>External Materials and Service</b>       |                     |                     |                      |                     |                      |                      |
| 521000 Professional Services                | 9,494               | 1,893               | 150,000              | 0                   | 0                    | 0                    |
| 549000 Miscellaneous                        | 1,250               | 70,644              | 0                    | 75,000              | 75,000               | 75,000               |
| <b>Total External Materials and Service</b> | <b>10,744</b>       | <b>72,537</b>       | <b>150,000</b>       | <b>75,000</b>       | <b>75,000</b>        | <b>75,000</b>        |
| <b>Internal Materials and Service</b>       |                     |                     |                      |                     |                      |                      |
| 559000 Other Fund Services                  | 2,794,269           | 2,558,466           | 4,472,504            | 2,378,830           | 9,046,317            | 9,059,362            |
| <b>Total Internal Materials and Service</b> | <b>2,794,269</b>    | <b>2,558,466</b>    | <b>4,472,504</b>     | <b>2,378,830</b>    | <b>9,046,317</b>     | <b>9,059,362</b>     |
| <b>Total Materials and Services</b>         | <b>2,805,013</b>    | <b>2,631,003</b>    | <b>4,622,504</b>     | <b>2,453,830</b>    | <b>9,121,317</b>     | <b>9,134,362</b>     |
| <b>Capital Outlay</b>                       |                     |                     |                      |                     |                      |                      |
| 563000 Improvements                         | 6,878,594           | 4,753,412           | 5,000,000            | 2,500,000           | 2,037,100            | 2,037,100            |
| 564000 Capital Equipment                    | 0                   | 0                   | 807,500              | 0                   | 0                    | 0                    |
| <b>Total Capital Outlay</b>                 | <b>6,878,594</b>    | <b>4,753,412</b>    | <b>5,807,500</b>     | <b>2,500,000</b>    | <b>2,037,100</b>     | <b>2,037,100</b>     |
| <b>TOTAL BUREAU EXPENSES</b>                | <b>\$ 9,683,607</b> | <b>\$ 7,384,415</b> | <b>\$ 10,430,004</b> | <b>\$ 4,953,830</b> | <b>\$ 11,158,417</b> | <b>\$ 11,171,462</b> |

## FUND OVERVIEW

The Local Improvement District (LID) Construction Fund accounts for local improvement activities of the Assessments and Liens Division of the City Auditor's Office. The division finances local infrastructure improvements, records and collects special assessments that result in local improvement projects, and enforces City sidewalk maintenance and building codes. In addition, the division assists property owners by providing a variety of methods for paying special assessments in installments.

The size of the LID Construction Fund budget varies greatly depending on the level of demand by property owners for local street or sewer improvements and by the level of regulatory work performed by the Bureaus of Buildings and Maintenance. In FY 1999-00, the LID Construction Fund will have increased levels from the prior year to finance new street improvements for the Downtown Central Street Car project, but residential neighborhood projects will be limited. A reengineering process of the LID program has been undertaken to address efficiency and affordability issues.

# Airport Way Debt Service Fund – 307

## FUND SUMMARY

|                                       | Actual<br>FY 1996–97 | Actual<br>FY 1997–98 | Revised<br>FY 1998–99 | Yr End Est.<br>FY 1998–99 | Approved<br>FY 1999–00 | Adopted<br>FY 1999–00 |
|---------------------------------------|----------------------|----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| <b>RESOURCES</b>                      |                      |                      |                       |                           |                        |                       |
| <b>External Revenues</b>              |                      |                      |                       |                           |                        |                       |
| <b>Property Taxes</b>                 |                      |                      |                       |                           |                        |                       |
| Current Property Taxes                | 1,449,577            | 7,409,721            | 5,841,756             | 5,532,606                 | 6,214,924              | 6,103,086             |
| Prior Year Property Taxes             | 1,485                | 25,531               | 164,104               | 164,104                   | 111,309                | 111,309               |
|                                       | 1,451,062            | 7,435,252            | 6,005,860             | 5,696,710                 | 6,326,233              | 6,214,395             |
| <b>Miscellaneous Revenues</b>         |                      |                      |                       |                           |                        |                       |
| Interest Earned                       | 73,050               | 189,092              | 20,000                | 20,000                    | 20,274                 | 20,274                |
|                                       | 73,050               | 189,092              | 20,000                | 20,000                    | 20,274                 | 20,274                |
| <b>Total External Revenues</b>        | 1,524,112            | 7,624,344            | 6,025,860             | 5,716,710                 | 6,346,507              | 6,234,669             |
| <b>Internal Revenues</b>              |                      |                      |                       |                           |                        |                       |
| <b>Beginning Fund Balance</b>         | 858,913              | 715,676              | 716,770               | 859,547                   | 519,408                | 519,408               |
| <b>TOTAL RESOURCES</b>                | <b>\$ 2,383,025</b>  | <b>\$ 8,340,020</b>  | <b>\$ 6,742,630</b>   | <b>\$ 6,576,257</b>       | <b>\$ 6,865,915</b>    | <b>\$ 6,754,077</b>   |
| <b>REQUIREMENTS</b>                   |                      |                      |                       |                           |                        |                       |
| <b>Bureau Expenses</b>                |                      |                      |                       |                           |                        |                       |
| <b>External Materials and Service</b> | (20,754)             | 0                    | 0                     | 0                         | 0                      | 0                     |
| <b>Total Bureau Expenses</b>          | (20,754)             | 0                    | 0                     | 0                         | 0                      | 0                     |
| <b>Fund Requirements</b>              |                      |                      |                       |                           |                        |                       |
| <b>Debt Retirement</b>                | 1,688,103            | 7,480,474            | 6,223,222             | 6,056,849                 | 6,388,884              | 6,277,046             |
| <b>Unappropriated Ending Balance</b>  |                      |                      |                       |                           |                        |                       |
| Unappropriated Ending Balance         | 715,676              | 859,546              | 0                     | 0                         | 0                      | 0                     |
| Unexpendable Reserve                  | 0                    | 0                    | 519,408               | 519,408                   | 477,031                | 477,031               |
|                                       | 715,676              | 859,546              | 519,408               | 519,408                   | 477,031                | 477,031               |
| <b>Total Fund Requirements</b>        | 2,403,779            | 8,340,020            | 6,742,630             | 6,576,257                 | 6,865,915              | 6,754,077             |
| <b>TOTAL REQUIREMENTS</b>             | <b>\$ 2,383,025</b>  | <b>\$ 8,340,020</b>  | <b>\$ 6,742,630</b>   | <b>\$ 6,576,257</b>       | <b>\$ 6,865,915</b>    | <b>\$ 6,754,077</b>   |

## FUND OVERVIEW

This fund is used to achieve a proper matching of revenues and expenditures related to financing public improvements in the Airport Way Urban Renewal District. Specifically, this fund accounts for resources and the allocation thereof to pay principal and interest on tax increment bonded indebtedness associated with financing and refinancing of improvements in this district.

The Portland Development Commission (PDC) serves as the City's agency for developing and managing urban renewal plans that have played a major role in keeping Portland one of America's most livable and vital cities. The primary funding source for improvements to urban renewal areas are tax increment proceeds and program income derived from the investment of tax increment.

# Airport Way Debt Service Fund – 307

## DEBT REDEMPTION SCHEDULE

| Bond Description               | Amount<br>Issued | Fiscal Year | Principal            | Coupon | Interest            | Total P+I            |
|--------------------------------|------------------|-------------|----------------------|--------|---------------------|----------------------|
| Series 1994 C                  | 17,805,000       | 1999/00     | 815,000              | 5.30%  | 867,328             | 1,682,328            |
| Tax Increment                  |                  | 2000/01     | 860,000              | 5.40%  | 824,133             | 1,684,133            |
| 05/01/94                       |                  | 2001/02     | 905,000              | 5.50%  | 777,693             | 1,682,693            |
| Due 6/1                        |                  | 2002/03     | 955,000              | 5.60%  | 727,918             | 1,682,918            |
|                                |                  | 2003/04     | 1,005,000            | 5.70%  | 674,438             | 1,679,438            |
|                                |                  | 2004/05     | 1,065,000            | 5.80%  | 617,153             | 1,682,153            |
|                                |                  | 2005/06     | 1,630,000            | 5.90%  | 555,383             | 2,185,383            |
|                                |                  | 2006/07     | 1,725,000            | 6.00%  | 459,213             | 2,184,213            |
|                                |                  | 2007/08     | 1,835,000            | 6.00%  | 355,713             | 2,190,713            |
|                                |                  | 2008/09     | 1,945,000            | 6.13%  | 245,613             | 2,190,613            |
|                                |                  | 2009/10     | 2,065,000            | 6.13%  | 126,481             | 2,191,481            |
|                                |                  | TOTAL       | 14,805,000           |        | 6,231,061           | 21,036,061           |
| Series 1999                    |                  |             |                      |        |                     |                      |
| Other Debt Projected:          |                  |             |                      |        |                     |                      |
| Du Jour/ Line of Credit        | 4,584,718        |             | 4,584,718            |        | 10,000              | 4,594,718            |
| COMBINED DEBT SERVICE          | 22,389,718       | 1999/00     | 5,399,718            | 5.30%  | 877,328             | 6,277,046            |
|                                |                  | 2000/01     | 860,000              | 5.40%  | 824,133             | 1,684,133            |
|                                |                  | 2001/02     | 905,000              | 5.50%  | 777,693             | 1,682,693            |
|                                |                  | 2002/03     | 955,000              | 5.60%  | 727,918             | 1,682,918            |
|                                |                  | 2003/04     | 1,005,000            | 5.70%  | 674,438             | 1,679,438            |
|                                |                  | 2004/05     | 1,065,000            | 5.80%  | 617,153             | 1,682,153            |
|                                |                  | 2005/06     | 1,630,000            | 5.90%  | 555,383             | 2,185,383            |
|                                |                  | 2006/07     | 1,725,000            | 6.00%  | 459,213             | 2,184,213            |
|                                |                  | 2007/08     | 1,835,000            | 6.00%  | 355,713             | 2,190,713            |
|                                |                  | 2008/09     | 1,945,000            | 6.13%  | 245,613             | 2,190,613            |
|                                |                  | 2009/10     | 2,065,000            | 6.13%  | 126,481             | 2,191,481            |
| <b>TOTAL FUND DEBT SERVICE</b> |                  |             | <b>\$ 19,389,718</b> |        | <b>\$ 6,241,061</b> | <b>\$ 25,630,779</b> |

# Central Eastside Industrial District Debt Fund – 310

## FUND SUMMARY

|                                      | Actual<br>FY 1996–97 | Actual<br>FY 1997–98 | Revised<br>FY 1998–99 | Yr End Est.<br>FY 1998–99 | Approved<br>FY 1999–00 | Adopted<br>FY 1999–00 |
|--------------------------------------|----------------------|----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| <b>RESOURCES</b>                     |                      |                      |                       |                           |                        |                       |
| <b>External Revenues</b>             |                      |                      |                       |                           |                        |                       |
| <b>Property Taxes</b>                |                      |                      |                       |                           |                        |                       |
| Current Property Taxes               | 2,149,550            | 3,123,640            | 3,171,780             | 5,433,269                 | 3,506,030              | 3,506,030             |
| Prior Year Property Taxes            | 864                  | 37,096               | 83,939                | 83,939                    | 53,906                 | 53,906                |
|                                      | 2,150,414            | 3,160,736            | 3,255,719             | 5,517,208                 | 3,559,936              | 3,559,936             |
| <b>Miscellaneous Revenues</b>        |                      |                      |                       |                           |                        |                       |
| Interest Earned                      | 333,958              | 172,511              | 5,000                 | 5,000                     | 20,000                 | 20,000                |
| Other Miscellaneous                  | 0                    | 3,745,000            | 0                     | 0                         | 0                      | 0                     |
|                                      | 333,958              | 3,917,511            | 5,000                 | 5,000                     | 20,000                 | 20,000                |
| <b>Total External Revenues</b>       | 2,484,372            | 7,078,247            | 3,260,719             | 5,522,208                 | 3,579,936              | 3,579,936             |
| <b>Internal Revenues</b>             |                      |                      |                       |                           |                        |                       |
| <b>Beginning Fund Balance</b>        | 325,068              | 70,616               | 205,550               | 244,036                   | 0                      | 0                     |
| <b>TOTAL RESOURCES</b>               | <b>\$ 2,809,440</b>  | <b>\$ 7,148,863</b>  | <b>\$ 3,466,269</b>   | <b>\$ 5,766,244</b>       | <b>\$ 3,579,936</b>    | <b>\$ 3,579,936</b>   |
| <b>REQUIREMENTS</b>                  |                      |                      |                       |                           |                        |                       |
| <b>Bureau Expenses</b>               |                      |                      |                       |                           |                        |                       |
| <b>Fund Requirements</b>             |                      |                      |                       |                           |                        |                       |
| <b>Debt Retirement</b>               | 2,738,825            | 6,904,828            | 3,466,269             | 5,766,244                 | 3,579,936              | 3,579,936             |
| <b>Unappropriated Ending Balance</b> |                      |                      |                       |                           |                        |                       |
| Unappropriated Ending Balance        | 70,615               | 244,035              | 0                     | 0                         | 0                      | 0                     |
|                                      | 70,615               | 244,035              | 0                     | 0                         | 0                      | 0                     |
| <b>Total Fund Requirements</b>       | 2,809,440            | 7,148,863            | 3,466,269             | 5,766,244                 | 3,579,936              | 3,579,936             |
| <b>TOTAL REQUIREMENTS</b>            | <b>\$ 2,809,440</b>  | <b>\$ 7,148,863</b>  | <b>\$ 3,466,269</b>   | <b>\$ 5,766,244</b>       | <b>\$ 3,579,936</b>    | <b>\$ 3,579,936</b>   |

## FUND OVERVIEW

This fund is used to achieve a proper matching of revenues and expenditures related to financing public improvements in the Central Eastside Development Area. Specifically, this fund accounts for resources and the allocation thereof to pay principal and interest on tax increment bonded indebtedness associated with financing improvements in this district.

The Portland Development Commission (PDC) serves as the City's agency for developing and managing urban renewal plans that have played a major role in keeping Portland one of America's most livable and vital cities. The primary funding source for improvements to urban renewal areas are tax increment proceeds and program income derived from the investment of tax increment.

# Central Eastside Industrial District Debt Fund – 310

## DEBT REDEMPTION SCHEDULE

| Bond Description        | Amount<br>Issued | Fiscal Year | Principal    | Coupon   | Interest   | Total P+I    |
|-------------------------|------------------|-------------|--------------|----------|------------|--------------|
| Series 1996             | 12,174,000       | 1999/00     | 1,014,500    | Variable | 156,179    | 1,170,679    |
| Tax Increment           |                  | 2000/01     | 1,014,500    | Variable | 80,000     | 1,094,500    |
| 11/15/96                |                  | 2001/02     | 456,500      | Variable | 20,000     | 476,500      |
| Due 12/15               |                  |             |              |          |            |              |
|                         |                  | TOTAL       | 2,485,500    |          | 256,179    | 2,741,679    |
| Series 1999             |                  |             |              |          |            |              |
| Other Debt Projected:   |                  |             |              |          |            |              |
| Du Jour/ Line of Credit | 2,399,257        |             | 2,399,257    |          | 10,000     | 2,409,257    |
| COMBINED DEBT SERVICE   | 14,573,257       | 1999/00     | 3,413,757    | Variable | 166,179    | 3,579,936    |
|                         |                  | 2000/01     | 1,014,500    | Variable | 80,000     | 1,094,500    |
|                         |                  | 2001/02     | 456,500      | Variable | 20,000     | 476,500      |
| TOTAL FUND DEBT SERVICE |                  |             | \$ 4,884,757 |          | \$ 266,179 | \$ 5,150,936 |



# Convention Center Area Debt Service Fund – 312

## FUND SUMMARY

|                                      | Actual<br>FY 1996–97 | Actual<br>FY 1997–98 | Revised<br>FY 1998–99 | Yr End Est.<br>FY 1998–99 | Approved<br>FY 1999–00 | Adopted<br>FY 1999–00 |
|--------------------------------------|----------------------|----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| <b>RESOURCES</b>                     |                      |                      |                       |                           |                        |                       |
| <b>External Revenues</b>             |                      |                      |                       |                           |                        |                       |
| <b>Property Taxes</b>                |                      |                      |                       |                           |                        |                       |
| Current Property Taxes               | 4,839,910            | 8,133,256            | 5,434,752             | 5,259,384                 | 5,274,382              | 5,274,382             |
| Prior Year Property Taxes            | 0                    | 82,330               | 210,796               | 210,796                   | 137,682                | 137,682               |
|                                      | 4,839,910            | 8,215,586            | 5,645,548             | 5,470,180                 | 5,412,064              | 5,412,064             |
| <b>Miscellaneous Revenues</b>        |                      |                      |                       |                           |                        |                       |
| Interest Earned                      | 750,945              | 23,573               | 5,000                 | 5,000                     | 25,000                 | 25,000                |
| Other Miscellaneous                  | 291                  | 10,321,006           | 0                     | 0                         | 0                      | 0                     |
|                                      | 751,236              | 10,344,579           | 5,000                 | 5,000                     | 25,000                 | 25,000                |
| <b>Total External Revenues</b>       | 5,591,146            | 18,560,165           | 5,650,548             | 5,475,180                 | 5,437,064              | 5,437,064             |
| <b>Internal Revenues</b>             |                      |                      |                       |                           |                        |                       |
| <b>Beginning Fund Balance</b>        | 74,594               | 148,149              | 452,290               | 557,826                   | 0                      | 0                     |
| <b>TOTAL RESOURCES</b>               | <b>\$ 5,665,740</b>  | <b>\$ 18,708,314</b> | <b>\$ 6,102,838</b>   | <b>\$ 6,033,006</b>       | <b>\$ 5,437,064</b>    | <b>\$ 5,437,064</b>   |
| <b>REQUIREMENTS</b>                  |                      |                      |                       |                           |                        |                       |
| <b>Bureau Expenses</b>               |                      |                      |                       |                           |                        |                       |
| <b>Fund Requirements</b>             |                      |                      |                       |                           |                        |                       |
| <b>Debt Retirement</b>               | 5,517,592            | 18,150,488           | 6,102,838             | 6,033,006                 | 5,437,064              | 5,437,064             |
| <b>Unappropriated Ending Balance</b> |                      |                      |                       |                           |                        |                       |
| Unappropriated Ending Balance        | 148,148              | 557,826              | 0                     | 0                         | 0                      | 0                     |
|                                      | 148,148              | 557,826              | 0                     | 0                         | 0                      | 0                     |
| <b>Total Fund Requirements</b>       | 5,665,740            | 18,708,314           | 6,102,838             | 6,033,006                 | 5,437,064              | 5,437,064             |
| <b>TOTAL REQUIREMENTS</b>            | <b>\$ 5,665,740</b>  | <b>\$ 18,708,314</b> | <b>\$ 6,102,838</b>   | <b>\$ 6,033,006</b>       | <b>\$ 5,437,064</b>    | <b>\$ 5,437,064</b>   |

## FUND OVERVIEW

This fund is used to achieve a proper matching of revenues and expenditures related to financing public improvements in the Convention Center Development Area. Specifically, this fund accounts for resources and the allocation thereof to pay principal and interest on tax increment bonded indebtedness associated with financing improvements in this district.

The Portland Development Commission (PDC) serves as the City's agency for developing and managing urban renewal plans that have played a major role in keeping Portland one of America's most livable and vital cities. The primary funding source for improvements to urban renewal areas are tax increment proceeds and program income derived from the investment of tax increment.

# Convention Center Area Debt Service Fund – 312

## DEBT REDEMPTION SCHEDULE

| Bond Description               | Amount<br>Issued | Fiscal Year | Principal           | Coupon   | Interest          | Total P+I           |
|--------------------------------|------------------|-------------|---------------------|----------|-------------------|---------------------|
| Series 1996                    |                  | 1999/00     | 2,284,000           | Variable | 233,500           | 2,517,500           |
| Tax Increment                  |                  | 2000/01     | 1,432,000           | Variable | 116,000           | 1,548,000           |
| 11/15/96                       |                  |             |                     |          |                   |                     |
| Due 12/15                      |                  |             |                     |          |                   |                     |
|                                |                  | TOTAL       | 3,716,000           |          | 349,500           | 4,065,500           |
| Series 1999                    |                  |             |                     |          |                   |                     |
| Other Debt Projected:          |                  |             |                     |          |                   |                     |
| Du Jour/ Line of Credit        | 2,909,564        |             | 2,909,567           |          | 10,000            | 2,919,567           |
| COMBINED DEBT SERVICE          | 2,909,564        | 1999/00     | 5,193,567           | Variable | 243,500           | 5,437,067           |
|                                |                  | 2000/01     | 1,432,000           | Variable | 233,500           | 1,665,500           |
| <b>TOTAL FUND DEBT SERVICE</b> |                  |             | <b>\$ 6,625,567</b> |          | <b>\$ 477,000</b> | <b>\$ 7,102,567</b> |

# Lents Town Center Urban Renewal Area Debt Redemption Fund – 309

## FUND SUMMARY

|                                | Actual<br>FY 1996–97 | Actual<br>FY 1997–98 | Revised<br>FY 1998–99 | Yr End Est.<br>FY 1998–99 | Approved<br>FY 1999–00 | Adopted<br>FY 1999–00 |
|--------------------------------|----------------------|----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| <b>RESOURCES</b>               |                      |                      |                       |                           |                        |                       |
| <b>External Revenues</b>       |                      |                      |                       |                           |                        |                       |
| <b>Property Taxes</b>          |                      |                      |                       |                           |                        |                       |
| Current Property Taxes         | 0                    | 0                    | 0                     | 0                         | 0                      | 611,844               |
|                                | 0                    | 0                    | 0                     | 0                         | 0                      | 611,844               |
| <b>Miscellaneous Revenues</b>  |                      |                      |                       |                           |                        |                       |
| Interest Earned                | 0                    | 0                    | 0                     | 0                         | 0                      | 11,600                |
|                                | 0                    | 0                    | 0                     | 0                         | 0                      | 11,600                |
| <b>Total External Revenues</b> | 0                    | 0                    | 0                     | 0                         | 0                      | 623,444               |
| <b>Internal Revenues</b>       |                      |                      |                       |                           |                        |                       |
| <b>TOTAL RESOURCES</b>         | <b>\$ 0</b>          | <b>\$ 0</b>          | <b>\$ 0</b>           | <b>\$ 0</b>               | <b>\$ 0</b>            | <b>\$ 623,444</b>     |
| <b>REQUIREMENTS</b>            |                      |                      |                       |                           |                        |                       |
| <b>Bureau Expenses</b>         |                      |                      |                       |                           |                        |                       |
| <b>Fund Requirements</b>       |                      |                      |                       |                           |                        |                       |
| Debt Retirement                | 0                    | 0                    | 0                     | 0                         | 0                      | 623,444               |
| <b>Total Fund Requirements</b> | 0                    | 0                    | 0                     | 0                         | 0                      | 623,444               |
| <b>TOTAL REQUIREMENTS</b>      | <b>\$ 0</b>          | <b>\$ 0</b>          | <b>\$ 0</b>           | <b>\$ 0</b>               | <b>\$ 0</b>            | <b>\$ 623,444</b>     |

## FUND OVERVIEW

This new fund will be used to achieve a proper matching of revenues and expenditures related to financing public improvements in the Lents Town Center Urban Renewal Area. Specifically, this fund will account for the allocation of resources to pay principal and interest on tax increment bonded indebtedness related to financing and refinancing of improvements in this district. As of July 1, 1999 there is no debt outstanding for this district.

The Portland Development Commission (PDC) serves as the City's agency for developing and managing urban renewal plans that have played a major role in keeping Portland one of America's most livable and vital cities. The primary funding source for improvements to urban renewal areas are tax increment proceeds and program income derived from the investment of tax increment.

# River District Urban Renewal Area Debt Redemption Fund – 301

## FUND SUMMARY

|                                | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Yr End Est.<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|--------------------------------|----------------------|----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| <b>RESOURCES</b>               |                      |                      |                       |                           |                        |                       |
| <b>External Revenues</b>       |                      |                      |                       |                           |                        |                       |
| <b>Property Taxes</b>          |                      |                      |                       |                           |                        |                       |
| Current Property Taxes         | 0                    | 0                    | 0                     | 0                         | 0                      | 464,549               |
|                                | 0                    | 0                    | 0                     | 0                         | 0                      | 464,549               |
| <b>Miscellaneous Revenues</b>  |                      |                      |                       |                           |                        |                       |
| Interest Earned                | 0                    | 0                    | 0                     | 0                         | 0                      | 8,807                 |
|                                | 0                    | 0                    | 0                     | 0                         | 0                      | 8,807                 |
| <b>Total External Revenues</b> | 0                    | 0                    | 0                     | 0                         | 0                      | 473,356               |
| <b>Internal Revenues</b>       |                      |                      |                       |                           |                        |                       |
| <b>TOTAL RESOURCES</b>         | <b>\$ 0</b>          | <b>\$ 0</b>          | <b>\$ 0</b>           | <b>\$ 0</b>               | <b>\$ 0</b>            | <b>473,356</b>        |
| <b>REQUIREMENTS</b>            |                      |                      |                       |                           |                        |                       |
| <b>Bureau Expenses</b>         |                      |                      |                       |                           |                        |                       |
| <b>Fund Requirements</b>       |                      |                      |                       |                           |                        |                       |
| Debt Retirement                | 0                    | 0                    | 0                     | 0                         | 0                      | 473,356               |
| <b>Total Fund Requirements</b> | 0                    | 0                    | 0                     | 0                         | 0                      | 473,356               |
| <b>TOTAL REQUIREMENTS</b>      | <b>\$ 0</b>          | <b>\$ 0</b>          | <b>\$ 0</b>           | <b>\$ 0</b>               | <b>\$ 0</b>            | <b>473,356</b>        |

## FUND OVERVIEW

This new fund will be used to achieve a proper matching of revenues and expenditures related to financing public improvements in the River District Urban Renewal Area. Specifically, this fund will account for the allocation of resources to pay principal and interest on tax increment bonded indebtedness related to financing and refinancing of improvements in this district. As of July 1, 1999 there is no debt outstanding for this district.

The Portland Development Commission (PDC) serves as the City's agency for developing and managing urban renewal plans that have played a major role in keeping Portland one of America's most livable and vital cities. The primary funding source for improvements to urban renewal areas are tax increment proceeds and program income derived from the investment of tax increment.

# South Park Renewal Debt Service Fund – 306

## FUND SUMMARY

|                                      | Actual<br>FY 1996–97 | Actual<br>FY 1997–98 | Revised<br>FY 1998–99 | Yr End Est.<br>FY 1998–99 | Approved<br>FY 1999–00 | Adopted<br>FY 1999–00 |
|--------------------------------------|----------------------|----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| <b>RESOURCES</b>                     |                      |                      |                       |                           |                        |                       |
| <b>External Revenues</b>             |                      |                      |                       |                           |                        |                       |
| <b>Property Taxes</b>                |                      |                      |                       |                           |                        |                       |
| Current Property Taxes               | 2,204,315            | 5,294,010            | 6,286,752             | 5,947,350                 | 5,087,311              | 5,087,311             |
| Prior Year Property Taxes            | 12,340               | 42,877               | 130,565               | 130,565                   | 85,608                 | 85,608                |
|                                      | 2,216,655            | 5,336,887            | 6,417,317             | 6,077,915                 | 5,172,919              | 5,172,919             |
| <b>Miscellaneous Revenues</b>        |                      |                      |                       |                           |                        |                       |
| Interest Earned                      | 280,158              | 86,830               | 60,000                | 60,000                    | 50,142                 | 50,142                |
| Other Miscellaneous                  | 0                    | 1,890,000            | 0                     | 0                         | 0                      | 0                     |
|                                      | 280,158              | 1,976,830            | 60,000                | 60,000                    | 50,142                 | 50,142                |
| <b>Total External Revenues</b>       | 2,496,813            | 7,313,717            | 6,477,317             | 6,137,915                 | 5,223,061              | 5,223,061             |
| <b>Internal Revenues</b>             |                      |                      |                       |                           |                        |                       |
| <b>Beginning Fund Balance</b>        | 1,485,881            | 1,302,521            | 1,643,478             | 1,720,733                 | 1,179,801              | 1,179,801             |
| <b>TOTAL RESOURCES</b>               | <b>\$ 3,982,694</b>  | <b>\$ 8,616,238</b>  | <b>\$ 8,120,795</b>   | <b>\$ 7,858,648</b>       | <b>\$ 6,402,862</b>    | <b>\$ 6,402,862</b>   |
| <b>REQUIREMENTS</b>                  |                      |                      |                       |                           |                        |                       |
| <b>Bureau Expenses</b>               |                      |                      |                       |                           |                        |                       |
| <b>Fund Requirements</b>             |                      |                      |                       |                           |                        |                       |
| <b>Debt Retirement</b>               | 2,680,173            | 6,895,503            | 6,940,994             | 6,678,847                 | 5,223,061              | 5,223,061             |
| <b>Unappropriated Ending Balance</b> |                      |                      |                       |                           |                        |                       |
| Unappropriated Ending Balance        | 1,302,521            | 1,720,735            | 0                     | 0                         | 0                      | 0                     |
| Unexpendable Reserve                 | 0                    | 0                    | 1,179,801             | 1,179,801                 | 1,179,801              | 1,179,801             |
|                                      | 1,302,521            | 1,720,735            | 1,179,801             | 1,179,801                 | 1,179,801              | 1,179,801             |
| <b>Total Fund Requirements</b>       | 3,982,694            | 8,616,238            | 8,120,795             | 7,858,648                 | 6,402,862              | 6,402,862             |
| <b>TOTAL REQUIREMENTS</b>            | <b>\$ 3,982,694</b>  | <b>\$ 8,616,238</b>  | <b>\$ 8,120,795</b>   | <b>\$ 7,858,648</b>       | <b>\$ 6,402,862</b>    | <b>\$ 6,402,862</b>   |

## FUND OVERVIEW

This fund is used to achieve a proper matching of revenues and expenditures related to financing public improvements in the South Park Blocks Urban Renewal District. Specifically, this fund accounts for resources and the allocation thereof to pay principal and interest on tax increment bonded indebtedness associated with financing and refinancing of improvements in this district.

The Portland Development Commission (PDC) serves as the City's agency for developing and managing urban renewal plans that have played a major role in keeping Portland one of America's most livable and vital cities. The primary funding source for improvements to urban renewal areas are tax increment proceeds and program income derived from the investment of tax increment.

# South Park Renewal Debt Service Fund – 306

## DEBT REDEMPTION SCHEDULE

| Bond Description               | Amount<br>Issued | Fiscal Year | Principal            | Coupon | Interest            | Total P+I            |
|--------------------------------|------------------|-------------|----------------------|--------|---------------------|----------------------|
| 1985 Series B                  | 5,600,000        | 1999/00     | 330,000              | 8.70%  | 258,945             | 588,945              |
| Tax Increment                  |                  | 2000/01     | 360,000              | 8.80%  | 228,750             | 588,750              |
| 12/01/85                       |                  | 2001/02     | 390,000              | 8.90%  | 195,555             | 585,555              |
| Due 12/1                       |                  | 2002/03     | 430,000              | 9.00%  | 158,850             | 588,850              |
|                                |                  | 2003/04     | 470,000              | 9.00%  | 118,350             | 588,350              |
|                                |                  | 2004/05     | 515,000              | 9.00%  | 74,025              | 589,025              |
|                                |                  | 2005/06     | 565,000              | 9.00%  | 25,425              | 590,425              |
|                                |                  | TOTAL       | 3,060,000            |        | 1,059,900           | 4,119,900            |
| 1993 Series C                  | 4,625,000        | 1999/00     | 430,000              | 4.30%  | 154,570             | 584,570              |
| Tax Increment                  |                  | 2000/01     | 450,000              | 4.45%  | 135,313             | 585,313              |
| 08/01/93                       |                  | 2001/02     | 470,000              | 4.60%  | 114,490             | 584,490              |
| Due 12/1                       |                  | 2002/03     | 495,000              | 4.70%  | 92,048              | 587,048              |
|                                |                  | 2003/04     | 520,000              | 4.80%  | 67,935              | 587,935              |
|                                |                  | 2004/05     | 545,000              | 4.90%  | 42,103              | 587,103              |
|                                |                  | 2005/06     | 575,000              | 5.00%  | 14,375              | 589,375              |
|                                |                  | TOTAL       | 3,485,000            |        | 620,833             | 4,105,833            |
| Series 1999                    |                  |             |                      |        |                     |                      |
| Other Debt Projected:          |                  |             |                      |        |                     |                      |
| Du Jour/ Line of Credit        | 4,039,546        |             | 4,039,546            |        | 10,000              | 4,049,546            |
| COMBINED DEBT SERVICE          | 14,264,546       | 1999/00     | 4,799,546            |        | 423,515             | 5,223,061            |
|                                |                  | 2000/01     | 810,000              |        | 364,063             | 1,174,063            |
|                                |                  | 2001/02     | 860,000              |        | 310,045             | 1,170,045            |
|                                |                  | 2002/03     | 925,000              |        | 250,898             | 1,175,898            |
|                                |                  | 2003/04     | 990,000              |        | 186,285             | 1,176,285            |
|                                |                  | 2004/05     | 1,060,000            |        | 116,128             | 1,176,128            |
|                                |                  | 2005/06     | 1,140,000            |        | 39,800              | 1,179,800            |
| <b>TOTAL FUND DEBT SERVICE</b> |                  |             | <b>\$ 10,584,546</b> |        | <b>\$ 1,690,733</b> | <b>\$ 12,275,279</b> |

# Waterfront Renewal Bond Sinking Fund – 303

## FUND SUMMARY

|   | Actual<br>FY 1996–97 | Actual<br>FY 1997–98 | Revised<br>FY 1998–99 | Yr End Est.<br>FY 1998–99 | Approved<br>FY 1999–00 | Adopted<br>FY 1999–00 |
|---|----------------------|----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| <b>RESOURCES</b>                            |                      |                      |                       |                           |                        |                       |
| <b>External Revenues</b>                    |                      |                      |                       |                           |                        |                       |
| <b>Property Taxes</b>                       |                      |                      |                       |                           |                        |                       |
| Current Property Taxes                      | 6,470,899            | 10,087,523           | 12,314,773            | 11,787,526                | 11,695,675             | 11,695,675            |
| Prior Year Property Taxes                   | 40,873               | 127,629              | 281,879               | 281,879                   | 190,071                | 190,071               |
|   | 6,511,772            | 10,215,152           | 12,596,652            | 12,069,405                | 11,885,746             | 11,885,746            |
| <b>Miscellaneous Revenues</b>               |                      |                      |                       |                           |                        |                       |
| Interest Earned                             | 340,664              | 532,397              | 190,000               | 190,000                   | 213,563                | 213,563               |
|   | 340,664              | 532,397              | 190,000               | 190,000                   | 213,563                | 213,563               |
| <b>Total External Revenues</b>              | 6,852,436            | 10,747,549           | 12,786,652            | 12,259,405                | 12,099,309             | 12,099,309            |
| <b>Internal Revenues</b>                    |                      |                      |                       |                           |                        |                       |
| <b>Other Cash Transfers</b>                 |                      |                      |                       |                           |                        |                       |
| Parking Facilities Fund                     | 690,000              | 690,000              | 690,000               | 690,000                   | 690,000                | 690,000               |
|   | 690,000              | 690,000              | 690,000               | 690,000                   | 690,000                | 690,000               |
| <b>Total Internal Revenues</b>              | 690,000              | 690,000              | 690,000               | 690,000                   | 690,000                | 690,000               |
| <b>Beginning Fund Balance</b>               | 4,134,891            | 5,679,543            | 5,342,788             | 5,535,605                 | 5,025,000              | 5,025,000             |
| <b>TOTAL RESOURCES</b>                      | <b>\$ 11,677,327</b> | <b>\$ 17,117,092</b> | <b>\$ 18,819,440</b>  | <b>\$ 18,485,010</b>      | <b>\$ 17,814,309</b>   | <b>\$ 17,814,309</b>  |
| <b>REQUIREMENTS</b>                         |                      |                      |                       |                           |                        |                       |
| <b>Bureau Expenses</b>                      |                      |                      |                       |                           |                        |                       |
| <b>External Materials and Service</b>       |                      |                      |                       |                           |                        |                       |
|   | 13,220               | 0                    | 15,000                | 15,000                    | 15,000                 | 15,000                |
| <b>Total Bureau Expenses</b>                | 13,220               | 0                    | 15,000                | 15,000                    | 15,000                 | 15,000                |
| <b>Fund Requirements</b>                    |                      |                      |                       |                           |                        |                       |
| <b>Debt Retirement</b>                      |                      |                      |                       |                           |                        |                       |
|   | 5,984,563            | 11,581,488           | 13,779,440            | 13,445,010                | 14,449,309             | 14,449,309            |
| <b>Unappropriated Ending Balance</b>        |                      |                      |                       |                           |                        |                       |
| Unappropriated Ending Balance               | 5,679,544            | 5,535,604            | 1,675,000             | 1,675,000                 | 0                      | 0                     |
| Unexpendable Reserve                        | 0                    | 0                    | 3,350,000             | 3,350,000                 | 3,350,000              | 3,350,000             |
|   | 5,679,544            | 5,535,604            | 5,025,000             | 5,025,000                 | 3,350,000              | 3,350,000             |
| <b>Total Fund Requirements</b>              | 11,664,107           | 17,117,092           | 18,804,440            | 18,470,010                | 17,799,309             | 17,799,309            |
| <b>TOTAL REQUIREMENTS</b>                   | <b>\$ 11,677,327</b> | <b>\$ 17,117,092</b> | <b>\$ 18,819,440</b>  | <b>\$ 18,485,010</b>      | <b>\$ 17,814,309</b>   | <b>\$ 17,814,309</b>  |
| <b>LINE ITEM DETAIL – AU 281</b>            |                      |                      |                       |                           |                        |                       |
| <b>Materials and Services</b>               |                      |                      |                       |                           |                        |                       |
| <b>External Materials and Service</b>       |                      |                      |                       |                           |                        |                       |
| 549000 Miscellaneous                        | 13,220               | 0                    | 15,000                | 15,000                    | 15,000                 | 15,000                |
| <b>Total External Materials and Service</b> | 13,220               | 0                    | 15,000                | 15,000                    | 15,000                 | 15,000                |
| <b>Total Materials and Services</b>         | 13,220               | 0                    | 15,000                | 15,000                    | 15,000                 | 15,000                |
| <b>TOTAL BUREAU EXPENSES</b>                | <b>\$ 13,220</b>     | <b>\$ 0</b>          | <b>\$ 15,000</b>      | <b>\$ 15,000</b>          | <b>\$ 15,000</b>       | <b>\$ 15,000</b>      |

## FUND OVERVIEW

This fund is used to achieve a proper matching of revenues and expenditures related to financing public improvements in the Downtown Waterfront Urban Renewal District. Specifically, this fund accounts for the allocation of resources to pay principal and interest on tax increment bonded indebtedness related to financing and refinancing of improvements in this district.

The Portland Development Commission (PDC) serves as the City's agency for developing and managing urban renewal plans that have played a major role in keeping Portland one of America's most livable and vital cities. The primary funding source for improvements to urban renewal areas are tax increment proceeds and program income derived from the investment of tax increment.

# Waterfront Renewal Bond Sinking Fund – 303

## DEBT REDEMPTION SCHEDULE

| Bond Description  | Amount<br>Issued | Fiscal Year | Principal            | Coupon | Interest             | Total P+I            |
|---|------------------|-------------|----------------------|--------|----------------------|----------------------|
| Series J<br>Tax Increment<br>Due 11/1                           | 13,196,453       | 1999/00     | 588,873              | CABs   | 656,127              | 1,245,000            |
|   |                  | 2000/01     | 546,816              | CABs   | 698,184              | 1,245,000            |
|   |                  | 2001/02     | 507,275              | CABs   | 737,725              | 1,245,000            |
|   |                  | 2002/03     | 470,137              | CABs   | 774,863              | 1,245,000            |
|   |                  | 2003/04     | 435,302              | CABs   | 809,698              | 1,245,000            |
|   |                  | 2004/05     | 402,658              | CABs   | 842,342              | 1,245,000            |
|   |                  | 2005/06     | 372,093              | CABs   | 872,907              | 1,245,000            |
|   |                  | 2006/07     | 346,521              | CABs   | 898,479              | 1,245,000            |
|   |                  | 2007/08     | 322,704              | CABs   | 922,296              | 1,245,000            |
|   |                  | 2008/09     | 300,518              | CABs   | 944,482              | 1,245,000            |
|   |                  | TOTAL       | 4,292,897            |        | 8,157,103            | 12,450,000           |
| Series K<br>Tax Increment<br>Due 11/1                           | 4,597,251        | 1999/00     | 203,386              | CABs   | 226,614              | 430,000              |
|   |                  | 2000/01     | 187,772              | CABs   | 242,228              | 430,000              |
|   |                  | 2001/02     | 174,111              | CABs   | 255,889              | 430,000              |
|   |                  | 2002/03     | 162,377              | CABs   | 267,623              | 430,000              |
|   |                  | 2003/04     | 149,262              | CABs   | 280,738              | 430,000              |
|   |                  | 2004/05     | 139,071              | CABs   | 290,929              | 430,000              |
|   |                  | 2005/06     | 129,572              | CABs   | 300,428              | 430,000              |
|   |                  | 2006/07     | 119,682              | CABs   | 310,318              | 430,000              |
|   |                  | 2007/08     | 111,456              | CABs   | 318,544              | 430,000              |
|   |                  | 2008/09     | 103,793              | CABs   | 326,207              | 430,000              |
|   |                  | TOTAL       | 1,480,482            |        | 2,819,518            | 4,300,000            |
| Series L<br>Tax Increment<br>Due 6/1                            | 45,010,000       | 1999/00     | 2,540,000            | 5.65%  | 1,805,096            | 4,345,096            |
|   |                  | 2000/01     | 2,680,000            | 5.90%  | 1,661,586            | 4,341,586            |
|   |                  | 2001/02     | 2,840,000            | 6.00%  | 1,503,466            | 4,343,466            |
|   |                  | 2002/03     | 3,010,000            | 6.10%  | 1,333,066            | 4,343,066            |
|   |                  | 2003/04     | 3,195,000            | 6.10%  | 1,149,456            | 4,344,456            |
|   |                  | 2004/05     | 3,390,000            | 6.40%  | 954,560              | 4,344,560            |
|   |                  | 2005/06     | 3,605,000            | 6.40%  | 737,600              | 4,342,600            |
|   |                  | 2006/07     | 3,835,000            | 6.40%  | 506,880              | 4,341,880            |
|   |                  | 2007/08     | 4,085,000            | 6.40%  | 261,440              | 4,346,440            |
|   |                  | TOTAL       | 29,180,000           |        | 9,913,150            | 39,093,150           |
| Series 1999<br>Other Debt Projected:<br>Du Jour/ Line of Credit | 8,399,213        |             | 8,399,213            |        | 30,000               | 8,429,213            |
| <b>COMBINED DEBT SERVICE</b>                                    | 71,202,917       | 1999/00     | 11,731,472           |        | 2,717,837            | 14,449,309           |
|   |                  | 2000/01     | 3,414,588            |        | 2,601,998            | 6,016,586            |
|   |                  | 2001/02     | 3,521,386            |        | 2,497,080            | 6,018,466            |
|   |                  | 2002/03     | 3,642,514            |        | 2,375,552            | 6,018,066            |
|   |                  | 2003/04     | 3,779,564            |        | 2,239,892            | 6,019,456            |
|   |                  | 2004/05     | 3,931,729            |        | 2,087,831            | 6,019,560            |
|   |                  | 2005/06     | 4,106,665            |        | 1,910,935            | 6,017,600            |
|   |                  | 2006/07     | 4,301,203            |        | 1,715,677            | 6,016,880            |
|   |                  | 2007/08     | 4,519,160            |        | 1,502,280            | 6,021,440            |
|   |                  | 2008/09     | 404,311              |        | 1,270,689            | 1,675,000            |
| <b>TOTAL FUND DEBT SERVICE</b>                                  |                  |             | <b>\$ 43,352,592</b> |        | <b>\$ 20,919,771</b> | <b>\$ 64,272,363</b> |



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## Transportation and Parking

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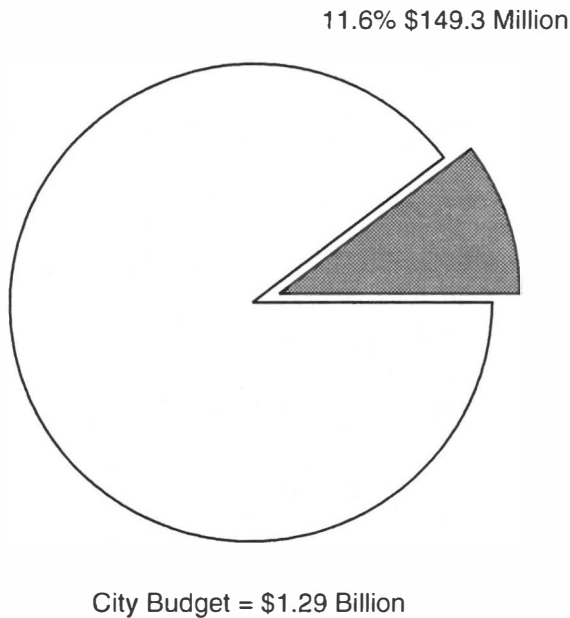
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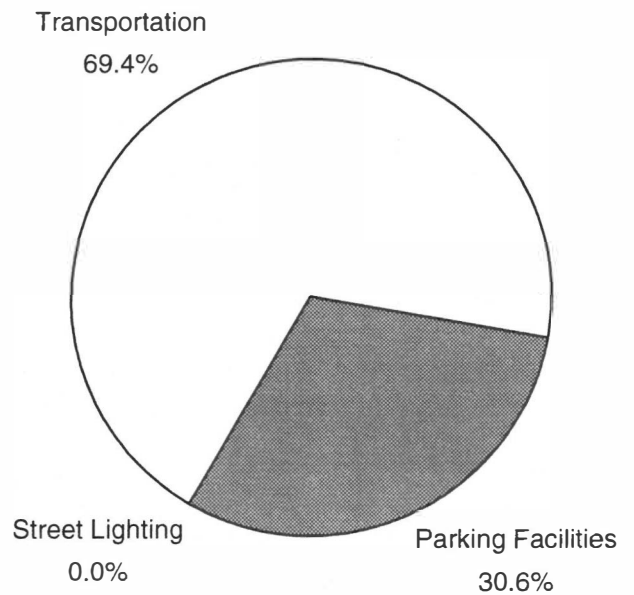
# Transportation and Parking

Office of Transportation

Percent of City Budget



Bureau Pie Chart



## Service Area Overview

| Expenditures in Millions                  | Revised<br>FY 1998-99 | Adopted<br>FY 1999-00 | Change from<br>Prior Year | Per Capita<br>Change |
|---|-----------------------|-----------------------|---------------------------|----------------------|
| Operating                                 | 78,713,510            | 80,327,143            | 1,613,633                 | -2.3%                |
| Capital                                   | 42,552,463            | 53,634,524            | 11,082,061                | 20.7%                |
| Allocated City Overhead Costs             | 2,951,517             | 3,130,327             | 178,810                   | 1.5%                 |
| <b>Total Cost with Allocated Overhead</b> | <b>\$ 124,217,490</b> | <b>\$ 137,091,994</b> | <b>\$ 12,874,504</b>      | <b>5.7%</b>          |
| Authorized Full-Time Positions            | 716                   | 711                   | (5)                       | -4.9%                |

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 one bureau, the Office of Transportation, and its related funds, the Transportation Operating Fund, the Transportation Reserve Fund, and the Gas Tax Bond Redemption Fund.

The service area also includes several parking funds which are managed by the Bureau of General Services. There is one operating fund, the Parking Facilities Fund, which accounts for the operation and maintenance of six of the seven City owned parking garages in downtown Portland (the Smart Park system). The six locations are Third and Alder (Morrison Park East), 10th and Yamhill (Morrison Park West), 4th and Yamhill, Naito (or Front) and Davis (Old Town), O'Bryant Square, and 1st and Jefferson.

In addition to the Parking Facilities Fund, there are four bond redemption funds that account for the fee revenues and debt service for the construction of four of the Smart Park garages: Morrison Park East, Morrison Park West, 4th and Yamhill, and Old Town.

## MAJOR THEMES

### Parking Facilities Fund

In FY 1998-99, the Autoport Fund was folded into the Parking Facilities Fund. The Parking Facilities Fund issued a revenue bond for \$29 million that will support the construction of the Central City Streetcar.

### Bond Redemption Funds

In FY 1999-00 the 4th and Yamhill Bond Redemption Fund will be renamed the Parking Facilities Debt Redemption Fund, which will house all debt service associated with parking facilities.

### The Office of Transportation (PDOT)

#### Budget Deficit

In FY 1999-00, PDOT faces a funding deficit of \$4.8 million, which results from the combined effects of age, usage, increasing size, decreasing purchasing power, and declining revenues.

#### Balancing the Budget

PDOT balanced its Adopted Budget at \$118.96 million with the following:

- ◆ \$716,000 one-time support from the General Fund as directed by Council in the FY 1998-99 Adopted Budget.
- ◆ \$1.8 million in one-time savings from a reduction in PDOT's savings plan (\$1 million), and a reduction in PDOT's year-end carryover, primarily of CIP (\$0.8 million).
- ◆ \$2.3 million of operating and CIP reductions.

**Reallocations:** The \$2.3 million in reductions above allow PDOT to shift funding to other projects or programs that were reduced or supported by one-time General Fund support in prior years, for example, reduction of the paving backlog.

***PDOT Charter:*** In FY 1998-99, PDOT's management team developed the PDOT Charter which establishes a foundation for the prioritization and funding decisions that result in budget reductions and reallocations to core activities.

**Change from Prior Year**

In FY 1999-00, PDOT will begin charging fees for development reviews consistent with a Citywide effort at cost recovery. This new revenue, projected at \$250,000, will allow PDOT to shift General Transportation Revenues which previously supported this program to other programs/services.

# Parking Facilities Fund – 159

## FUND SUMMARY

|   | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Yr End Est.<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|----------------------|----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| <b>RESOURCES</b>                        |                      |                      |                       |                           |                        |                       |
| <b>External Revenues</b>                |                      |                      |                       |                           |                        |                       |
| <b>Service Charges and Fees</b>         |                      |                      |                       |                           |                        |                       |
| Parking Fees                            | 5,407,277            | 5,761,248            | 8,684,493             | 7,401,200                 | 8,099,450              | 8,099,450             |
| Rents and Reimbursements                | 810,222              | 875,660              | 873,000               | 893,982                   | 948,174                | 948,174               |
|   | 6,217,499            | 6,636,908            | 9,557,493             | 8,295,182                 | 9,047,624              | 9,047,624             |
| <b>Miscellaneous Revenues</b>           |                      |                      |                       |                           |                        |                       |
| Bond and Note Sales                     | 0                    | 4,300,000            | 4,820,800             | 28,000,000                | 8,000,000              | 8,000,000             |
| Interest Earned                         | 309,317              | 127,334              | 245,000               | 380,000                   | 814,000                | 814,000               |
| Other Miscellaneous                     | 5,149                | 1,871                | 4,000                 | 0                         | 0                      | 0                     |
|   | 314,466              | 4,429,205            | 5,069,800             | 28,380,000                | 8,814,000              | 8,814,000             |
| <b>Total External Revenues</b>          | 6,531,965            | 11,066,113           | 14,627,293            | 36,675,182                | 17,861,624             | 17,861,624            |
| <b>Internal Revenues</b>                |                      |                      |                       |                           |                        |                       |
| <b>Other Cash Transfers</b>             |                      |                      |                       |                           |                        |                       |
| General Fund                            | 15,000               | 12,825               | 12,825                | 12,825                    | 13,056                 | 13,056                |
|   | 15,000               | 12,825               | 12,825                | 12,825                    | 13,056                 | 13,056                |
| <b>Interfund Service Reimbursements</b> |                      |                      |                       |                           |                        |                       |
| Buildings                               | 0                    | 0                    | 174,720               | 171,060                   | 0                      | 0                     |
| Commissioner of Public Utilities        | 0                    | 0                    | 0                     | 0                         | 1,560                  | 1,560                 |
| Communications Services                 | 0                    | 0                    | 3,120                 | 6,180                     | 6,240                  | 6,240                 |
| Emergency Communications                | 0                    | 0                    | 1,560                 | 1,560                     | 1,560                  | 1,560                 |
| Environmental Services                  | 0                    | 0                    | 23,400                | 28,080                    | 32,760                 | 32,760                |
| Facilities Services Fund                | 134,067              | 2,216                | 127,324               | 128,164                   | 131,152                | 131,152               |
| Finance & Administration                | 0                    | 0                    | 0                     | 0                         | 3,120                  | 3,120                 |
| Fire Bureau                             | 0                    | 0                    | 4,680                 | 4,680                     | 4,680                  | 4,680                 |
| Golf Operating Fund                     | 0                    | 0                    | 3,120                 | 3,120                     | 3,120                  | 3,120                 |
| Hydropower Operating Fund               | 0                    | 0                    | 3,120                 | 3,120                     | 3,120                  | 3,120                 |
| Parks Bureau                            | 0                    | 0                    | 21,840                | 22,980                    | 23,400                 | 23,400                |
| Parks Capital Improvement Fund          | 0                    | 0                    | 7,800                 | 7,800                     | 7,800                  | 7,800                 |
| Police Bureau                           | 0                    | 0                    | 255,840               | 263,520                   | 269,880                | 269,880               |
| Printing & Distribution                 | 0                    | 0                    | 10,920                | 10,920                    | 10,920                 | 10,920                |
| Purchase & Stores                       | 0                    | 0                    | 1,560                 | 0                         | 0                      | 0                     |
| Refuse Disposal Fund                    | 0                    | 0                    | 1,560                 | 1,560                     | 3,120                  | 3,120                 |
| Transportation                          | 21,816               | 28,761               | 77,710                | 77,710                    | 77,860                 | 77,860                |
| Water Bureau                            | 0                    | 0                    | 59,280                | 59,280                    | 59,280                 | 59,280                |
|   | 155,883              | 30,977               | 777,554               | 789,734                   | 639,572                | 639,572               |
| <b>Total Internal Revenues</b>          | 170,883              | 43,802               | 790,379               | 802,559                   | 652,628                | 652,628               |
| <b>Beginning Fund Balance</b>           | 5,366,534            | 3,161,430            | 6,075,276             | 6,075,276                 | 26,963,637             | 26,963,637            |
| <b>TOTAL RESOURCES</b>                  | <b>\$ 12,069,382</b> | <b>\$ 14,271,345</b> | <b>\$ 21,492,948</b>  | <b>\$ 43,553,017</b>      | <b>\$ 45,477,889</b>   | <b>\$ 45,477,889</b>  |
| <b>REQUIREMENTS</b>                     |                      |                      |                       |                           |                        |                       |
| <b>Bureau Expenses</b>                  |                      |                      |                       |                           |                        |                       |
| <b>External Materials and Service</b>   |                      |                      |                       |                           |                        |                       |
| Communications Services                 | 5,849                | 5,468                | 6,489                 | 6,489                     | 6,504                  | 6,504                 |
| Data Processing Services                | 1,122                | 629                  | 3,189                 | 3,302                     | 3,488                  | 3,488                 |
| Facilities Services                     | 1,012,204            | 1,372,158            | 2,228,384             | 2,576,091                 | 1,908,308              | 1,908,308             |
| Insurance                               | 0                    | 0                    | 44,480                | 44,480                    | 46,081                 | 46,081                |
| Printing & Distribution                 | 327                  | 233                  | 0                     | 0                         | 0                      | 0                     |
| Energy Office                           | 2,050                | 708                  | 1,437                 | 1,437                     | 1,738                  | 1,738                 |
| Finance & Administration                | 16,051               | 15,775               | 25,938                | 25,938                    | 27,509                 | 27,509                |
| General Services                        | 106,883              | 154,926              | 264,043               | 303,293                   | 210,063                | 210,063               |
|   | 1,144,486            | 1,549,897            | 2,573,960             | 2,961,030                 | 2,203,691              | 2,203,691             |
| <b>Capital Outlay</b>                   | 4,182,966            | 1,098,917            | 170,000               | 0                         | 5,000,000              | 5,000,000             |
| <b>Equipment Cash Transfers</b>         |                      |                      |                       |                           |                        |                       |
| Facilities Services                     | 55                   | 0                    | 0                     | 0                         | 0                      | 0                     |
|   | 55                   | 0                    | 0                     | 0                         | 0                      | 0                     |
| <b>Total Bureau Expenses</b>            | 7,627,889            | 5,025,124            | 5,944,944             | 6,566,343                 | 10,556,799             | 10,556,799            |

|   | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Yr End Est.<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|----------------------|----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| <b>Fund Requirements</b>                    |                      |                      |                       |                           |                        |                       |
| <b>General Operating Contingency</b>        |                      |                      |                       |                           |                        |                       |
| General Operating Contingency               | 0                    | 0                    | 5,733,586             | 26,963,637                | 11,174,957             | 12,782,093            |
|   | 0                    | 0                    | 5,733,586             | 26,963,637                | 11,174,957             | 12,782,093            |
| <b>General Fund Overhead</b>                | 75,713               | 84,535               | 116,123               | 145,552                   | 84,170                 | 81,382                |
| <b>Fund Cash Transfers</b>                  |                      |                      |                       |                           |                        |                       |
| Downtown Parking Bond                       | 0                    | 0                    | 287,000               | 287,000                   | 354,000                | 354,000               |
| General Fund                                | 135,775              | 145,790              | 162,323               | 162,313                   | 178,235                | 178,235               |
| Morrison Park East Bond                     | 383,235              | 385,000              | 385,000               | 385,000                   | 319,013                | 319,013               |
| Morrison Park West Bond                     | 316,650              | 321,000              | 320,000               | 320,000                   | 302,750                | 302,750               |
| Old Town Parking Bond                       | 450,000              | 550,000              | 665,000               | 665,000                   | 657,502                | 657,502               |
| Transportation Operating                    | 0                    | 1,000,000            | 7,188,972             | 7,368,172                 | 19,256,115             | 19,256,115            |
| Waterfront Renewal Bond                     | 690,000              | 690,000              | 690,000               | 690,000                   | 690,000                | 690,000               |
|   | 1,975,660            | 3,091,790            | 9,698,295             | 9,877,485                 | 21,757,615             | 21,757,615            |
| <b>Debt Retirement</b>                      | 161,186              | (6,827)              | 0                     | 0                         | 1,904,348              | 300,000               |
| <b>Unappropriated Ending Balance</b>        |                      |                      |                       |                           |                        |                       |
| Unappropriated Ending Balance               | 2,228,934            | 6,076,723            | 0                     | 0                         | 0                      | 0                     |
|   | 2,228,934            | 6,076,723            | 0                     | 0                         | 0                      | 0                     |
| <b>Total Fund Requirements</b>              | 4,441,493            | 9,246,221            | 15,548,004            | 36,986,674                | 34,921,090             | 34,921,090            |
| <b>TOTAL REQUIREMENTS</b>                   | <b>\$ 12,069,382</b> | <b>\$ 14,271,345</b> | <b>\$ 21,492,948</b>  | <b>\$ 43,553,017</b>      | <b>\$ 45,477,889</b>   | <b>\$ 45,477,889</b>  |
| <b>LINE ITEM DETAIL – AU 712</b>            |                      |                      |                       |                           |                        |                       |
| <b>Materials and Services</b>               |                      |                      |                       |                           |                        |                       |
| <b>External Materials and Service</b>       |                      |                      |                       |                           |                        |                       |
| 521000 Professional Services                | 2,128,497            | 2,204,931            | 3,002,770             | 3,119,639                 | 3,129,545              | 3,129,545             |
| 529000 Miscellaneous Services               | 15,619               | 13,599               | 18,000                | 6,987                     | 11,200                 | 11,200                |
| 549000 Miscellaneous                        | 156,266              | 157,780              | 180,214               | 478,687                   | 212,363                | 212,363               |
| <b>Total External Materials and Service</b> | 2,300,382            | 2,376,310            | 3,200,984             | 3,605,313                 | 3,353,108              | 3,353,108             |
| <b>Internal Materials and Service</b>       |                      |                      |                       |                           |                        |                       |
| 552000 Printing & Distribution              | 327                  | 233                  | 0                     | 0                         | 0                      | 0                     |
| 553000 Facilities Services                  | 1,012,204            | 1,372,158            | 2,228,384             | 2,576,091                 | 1,908,308              | 1,908,308             |
| 554000 Communications Services              | 5,849                | 5,468                | 6,489                 | 6,489                     | 6,504                  | 6,504                 |
| 555000 Data Processing Services             | 1,122                | 629                  | 3,189                 | 3,302                     | 3,488                  | 3,488                 |
| 556000 Insurance                            | 0                    | 0                    | 44,480                | 44,480                    | 46,081                 | 46,081                |
| 559000 Other Fund Services                  | 124,984              | 171,409              | 291,418               | 330,668                   | 239,310                | 239,310               |
| <b>Total Internal Materials and Service</b> | 1,144,486            | 1,549,897            | 2,573,960             | 2,961,030                 | 2,203,691              | 2,203,691             |
| <b>Total Materials and Services</b>         | 3,444,868            | 3,926,207            | 5,774,944             | 6,566,343                 | 5,556,799              | 5,556,799             |
| <b>Capital Outlay</b>                       |                      |                      |                       |                           |                        |                       |
| 562000 Buildings                            | 4,182,966            | 1,084,010            | 170,000               | 0                         | 5,000,000              | 5,000,000             |
| 564000 Capital Equipment                    | 0                    | 14,907               | 0                     | 0                         | 0                      | 0                     |
| <b>Total Capital Outlay</b>                 | 4,182,966            | 1,098,917            | 170,000               | 0                         | 5,000,000              | 5,000,000             |
| 573000 Equipment Cash Transfers             | 55                   | 0                    | 0                     | 0                         | 0                      | 0                     |
| <b>TOTAL BUREAU EXPENSES</b>                | <b>\$ 7,627,889</b>  | <b>\$ 5,025,124</b>  | <b>\$ 5,944,944</b>   | <b>\$ 6,566,343</b>       | <b>\$ 10,556,799</b>   | <b>\$ 10,556,799</b>  |

## FUND OVERVIEW

### Smart Park Garage System

The Parking Facilities Fund accounts for the operation and maintenance of six of the seven City owned parking garages (Smart Park system) in downtown Portland, involving 3,860 parking spaces and 68,555 square feet of commercial space. These are: Third and Alder, Fourth and Yamhill, Naito and Davis, Tenth and Yamhill, O'Bryant Square, and 1st and Jefferson. The seventh City owned garage is the Portland Building garage, which is budgeted as a separate program within the Facilities Services Fund.

**Primary Purpose**

The City's Smart Park garage system's primary purpose is to provide convenient and economical short term parking in the downtown area, thereby enhancing its economic vitality and encouraging businesses to locate and remain in the heart of the City.

**Support of the City's Traffic Programs**

Some of the Fund's net revenues support City traffic programs, such as the installation of calming devices like speed bumps and the creation of more bicycle lanes. Beginning in FY 1998-99, the Fund also assumed the bond debt for the construction of the Downtown Streetcar, another transportation initiative aimed at relieving traffic congestion and enhancing the livability of the downtown area.

**Management**

The Bureau of General Services, Administrative Services Division, manages the Parking Facilities Fund. This includes providing oversight of contractors hired to manage the day to day operations and promotions of the City's Smart Park garage system. General Services management, in cooperation with the Bureau of Traffic Management, the Portland Development Commission, and the Office of Finance and Administration, provides policy direction for the parking system and makes decisions regarding garage system expansion.

**New Garage Planned**

The City Council had approved the sale of bonds and construction of a new garage in the FY 1997-98 Budget. An appropriate site could not be secured at that time, delaying any bond sale and prolonging the search for a site. The parking system planning group is now closer to selecting a site. Therefore, the FY 1999-00 budget includes the expectation of bond revenues later in the fiscal year and the partial appropriation of the bond proceeds to begin the construction process. The final decision may involve the construction of a new automated parking garage or the acquisition of an existing garage. In addition, the Bureau of General Services management is working actively with business and community groups to evaluate the need for new parking facilities in other parts of the central city, including the Pearl District, Old Town, south downtown, north Macadam and others.



# Morrison Park West Bond Redemption Fund – 357

## FUND SUMMARY

|                                      | Actual<br>FY 1996–97 | Actual<br>FY 1997–98 | Revised<br>FY 1998–99 | Yr End Est.<br>FY 1998–99 | Approved<br>FY 1999–00 | Adopted<br>FY 1999–00 |
|--------------------------------------|----------------------|----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| <b>RESOURCES</b>                     |                      |                      |                       |                           |                        |                       |
| <b>External Revenues</b>             |                      |                      |                       |                           |                        |                       |
| <b>Miscellaneous Revenues</b>        |                      |                      |                       |                           |                        |                       |
| Interest Earned                      | 20,525               | 21,767               | 19,000                | 19,000                    | 14,167                 | 14,167                |
|                                      | 20,525               | 21,767               | 19,000                | 19,000                    | 14,167                 | 14,167                |
| <b>Total External Revenues</b>       | <b>20,525</b>        | <b>21,767</b>        | <b>19,000</b>         | <b>19,000</b>             | <b>14,167</b>          | <b>14,167</b>         |
| <b>Internal Revenues</b>             |                      |                      |                       |                           |                        |                       |
| <b>Other Cash Transfers</b>          |                      |                      |                       |                           |                        |                       |
| Parking Facilities Fund              | 316,650              | 321,000              | 320,000               | 320,000                   | 302,750                | 302,750               |
|                                      | 316,650              | 321,000              | 320,000               | 320,000                   | 302,750                | 302,750               |
| <b>Total Internal Revenues</b>       | <b>316,650</b>       | <b>321,000</b>       | <b>320,000</b>        | <b>320,000</b>            | <b>302,750</b>         | <b>302,750</b>        |
| <b>Beginning Fund Balance</b>        | <b>353,144</b>       | <b>360,530</b>       | <b>359,111</b>        | <b>359,111</b>            | <b>359,876</b>         | <b>359,876</b>        |
| <b>TOTAL RESOURCES</b>               | <b>\$ 690,319</b>    | <b>\$ 703,297</b>    | <b>\$ 698,111</b>     | <b>\$ 698,111</b>         | <b>\$ 676,793</b>      | <b>\$ 676,793</b>     |
| <b>REQUIREMENTS</b>                  |                      |                      |                       |                           |                        |                       |
| <b>Bureau Expenses</b>               |                      |                      |                       |                           |                        |                       |
| <b>Fund Requirements</b>             |                      |                      |                       |                           |                        |                       |
| <b>Debt Retirement</b>               | <b>329,789</b>       | <b>342,155</b>       | <b>338,235</b>        | <b>338,235</b>            | <b>343,445</b>         | <b>343,445</b>        |
| <b>Unappropriated Ending Balance</b> |                      |                      |                       |                           |                        |                       |
| Unappropriated Ending Balance        | 360,530              | 361,142              | 18,521                | 18,521                    | 0                      | 0                     |
| Unexpendable Reserve                 | 0                    | 0                    | 341,355               | 341,355                   | 333,348                | 333,348               |
|                                      | 360,530              | 361,142              | 359,876               | 359,876                   | 333,348                | 333,348               |
| <b>Total Fund Requirements</b>       | <b>690,319</b>       | <b>703,297</b>       | <b>698,111</b>        | <b>698,111</b>            | <b>676,793</b>         | <b>676,793</b>        |
| <b>TOTAL REQUIREMENTS</b>            | <b>\$ 690,319</b>    | <b>\$ 703,297</b>    | <b>\$ 698,111</b>     | <b>\$ 698,111</b>         | <b>\$ 676,793</b>      | <b>\$ 676,793</b>     |

## FUND OVERVIEW

This fund is used to achieve a proper matching of revenues and expenditures related to financing the construction of the Morrison Park West (10th and Yamhill) parking facility. Specifically, this fund accounts for resources derived from fees charged for parking and retail space rental, and the allocation thereof, to pay principal and interest on bonded indebtedness associated with financing the construction of this parking facility.

**Morrison Park West Bond Redemption Fund – 357**
**DEBT REDEMPTION SCHEDULE**

| Bond Description               | Amount<br>Issued | Fiscal Year | Principal           | Coupon | Interest          | Total P+I           |
|--------------------------------|------------------|-------------|---------------------|--------|-------------------|---------------------|
| Series 1977 A                  | 4,500,000        | 1999/00     | 265,000             | 5.80%  | 78,445            | 343,445             |
| Revenue                        |                  | 2000/01     | 280,000             | 5.80%  | 62,640            | 342,640             |
| 12/01/77                       |                  | 2001/02     | 295,000             | 5.80%  | 45,965            | 340,965             |
| Due 12/01                      |                  | 2002/03     | 315,000             | 5.80%  | 28,275            | 343,275             |
|                                |                  | 2003/04     | 330,000             | 5.80%  | 9,570             | 339,570             |
| <b>TOTAL FUND DEBT SERVICE</b> |                  |             | <b>\$ 1,485,000</b> |        | <b>\$ 224,895</b> | <b>\$ 1,709,895</b> |

| Adjustment               | Principal | FY 1998–99<br>Adjustment | Interest | Total P+I<br>Budgeted |
|--------------------------|-----------|--------------------------|----------|-----------------------|
| 1998-99 Interest Accrual | 245,000   | (1,281)                  | 93,235   | 336,954               |

# Morrison Park East Bond Redemption Fund – 358

## FUND SUMMARY

|                                      | Actual<br>FY 1996–97 | Actual<br>FY 1997–98 | Revised<br>FY 1998–99 | Yr End Est.<br>FY 1998–99 | Approved<br>FY 1999–00 | Adopted<br>FY 1999–00 |
|--------------------------------------|----------------------|----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| <b>RESOURCES</b>                     |                      |                      |                       |                           |                        |                       |
| <b>External Revenues</b>             |                      |                      |                       |                           |                        |                       |
| <b>Miscellaneous Revenues</b>        |                      |                      |                       |                           |                        |                       |
| Interest Earned                      | 20,399               | 21,885               | 22,900                | 17,364                    | 16,570                 | 16,570                |
|                                      | 20,399               | 21,885               | 22,900                | 17,364                    | 16,570                 | 16,570                |
| <b>Total External Revenues</b>       | 20,399               | 21,885               | 22,900                | 17,364                    | 16,570                 | 16,570                |
| <b>Internal Revenues</b>             |                      |                      |                       |                           |                        |                       |
| <b>Other Cash Transfers</b>          |                      |                      |                       |                           |                        |                       |
| Parking Facilities Fund              | 383,235              | 385,000              | 385,000               | 395,000                   | 319,013                | 319,013               |
|                                      | 383,235              | 385,000              | 385,000               | 395,000                   | 319,013                | 319,013               |
| <b>Total Internal Revenues</b>       | 383,235              | 385,000              | 385,000               | 395,000                   | 319,013                | 319,013               |
| <b>Beginning Fund Balance</b>        | 406,254              | 455,934              | 459,783               | 455,319                   | 460,445                | 460,445               |
| <b>TOTAL RESOURCES</b>               | <b>\$ 809,888</b>    | <b>\$ 862,819</b>    | <b>\$ 867,683</b>     | <b>\$ 867,683</b>         | <b>\$ 796,028</b>      | <b>\$ 796,028</b>     |
| <b>REQUIREMENTS</b>                  |                      |                      |                       |                           |                        |                       |
| <b>Bureau Expenses</b>               |                      |                      |                       |                           |                        |                       |
| <b>Fund Requirements</b>             |                      |                      |                       |                           |                        |                       |
| <b>Debt Retirement</b>               | 353,954              | 407,500              | 407,238               | 407,238                   | 406,150                | 406,150               |
| <b>Unappropriated Ending Balance</b> |                      |                      |                       |                           |                        |                       |
| Unappropriated Ending Balance        | 455,934              | 455,319              | 53,503                | 53,503                    | 0                      | 0                     |
| Unexpendable Reserve                 | 0                    | 0                    | 406,942               | 406,942                   | 389,878                | 389,878               |
|                                      | 455,934              | 455,319              | 460,445               | 460,445                   | 389,878                | 389,878               |
| <b>Total Fund Requirements</b>       | 809,888              | 862,819              | 867,683               | 867,683                   | 796,028                | 796,028               |
| <b>TOTAL REQUIREMENTS</b>            | <b>\$ 809,888</b>    | <b>\$ 862,819</b>    | <b>\$ 867,683</b>     | <b>\$ 867,683</b>         | <b>\$ 796,028</b>      | <b>\$ 796,028</b>     |

## FUND OVERVIEW

This fund is used to achieve a proper matching of revenues and expenditures related to financing the construction of the Morrison Park East (3rd and Alder) parking facility. Specifically, this fund accounts for resources derived from fees charged for parking and retail space rental, and the allocation thereof, to pay principal and interest on bonded indebtedness associated with financing the construction of this parking facility.

# Morrison Park East Bond Redemption Fund – 358

## DEBT REDEMPTION SCHEDULE

| Bond Description               | Amount<br>Issued | Fiscal Year | Principal           | Coupon | Interest          | Total P+I           |
|--------------------------------|------------------|-------------|---------------------|--------|-------------------|---------------------|
| Series 1977 B                  | 5,500,000        | 1999/00     | 300,000             | 5.50%  | 106,150           | 406,150             |
| Revenue                        |                  | 2000/01     | 320,000             | 5.50%  | 89,100            | 409,100             |
| 09/01/77                       |                  | 2001/02     | 335,000             | 5.50%  | 71,088            | 406,088             |
| Due 09/01                      |                  | 2002/03     | 355,000             | 5.50%  | 52,113            | 407,113             |
|                                |                  | 2003/04     | 375,000             | 5.50%  | 32,038            | 407,038             |
|                                |                  | 2004/05     | 395,000             | 5.50%  | 10,863            | 405,863             |
| <b>TOTAL FUND DEBT SERVICE</b> |                  |             | <b>\$ 2,080,000</b> |        | <b>\$ 361,350</b> | <b>\$ 2,441,350</b> |

| Adjustment               | Principal | FY 1998–99<br>Adjustment | Interest | Total P+I<br>Budgeted |
|--------------------------|-----------|--------------------------|----------|-----------------------|
| 1998-99 Interest Accrual | 300,000   | (5,500)                  | 106,150  | 400,650               |

# Parking Facilities Debt Redemption Fund – 360

## FUND SUMMARY

|                                      | Actual<br>FY 1996–97 | Actual<br>FY 1997–98 | Revised<br>FY 1998–99 | Yr End Est.<br>FY 1998–99 | Approved<br>FY 1999–00 | Adopted<br>FY 1999–00 |
|--------------------------------------|----------------------|----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| <b>RESOURCES</b>                     |                      |                      |                       |                           |                        |                       |
| <b>External Revenues</b>             |                      |                      |                       |                           |                        |                       |
| <b>Miscellaneous Revenues</b>        |                      |                      |                       |                           |                        |                       |
| Interest Earned                      | 0                    | 0                    | 250                   | 250                       | 0                      | 0                     |
|                                      | 0                    | 0                    | 250                   | 250                       | 0                      | 0                     |
| <b>Total External Revenues</b>       | 0                    | 0                    | 250                   | 250                       | 0                      | 0                     |
| <b>Internal Revenues</b>             |                      |                      |                       |                           |                        |                       |
| <b>Other Cash Transfers</b>          |                      |                      |                       |                           |                        |                       |
| Parking Facilities Fund              | 0                    | 0                    | 287,000               | 287,000                   | 354,000                | 354,000               |
|                                      | 0                    | 0                    | 287,000               | 287,000                   | 354,000                | 354,000               |
| <b>Total Internal Revenues</b>       | 0                    | 0                    | 287,000               | 287,000                   | 354,000                | 354,000               |
| <b>TOTAL RESOURCES</b>               | <b>\$ 0</b>          | <b>\$ 0</b>          | <b>\$ 287,250</b>     | <b>\$ 287,250</b>         | <b>\$ 354,000</b>      | <b>\$ 354,000</b>     |
| <b>REQUIREMENTS</b>                  |                      |                      |                       |                           |                        |                       |
| <b>Bureau Expenses</b>               |                      |                      |                       |                           |                        |                       |
| <b>Fund Requirements</b>             |                      |                      |                       |                           |                        |                       |
| <b>Debt Retirement</b>               | 0                    | 0                    | 278,991               | 278,991                   | 354,000                | 354,000               |
| <b>Unappropriated Ending Balance</b> |                      |                      |                       |                           |                        |                       |
| Unappropriated Ending Balance        | 0                    | 0                    | 8,259                 | 8,259                     | 0                      | 0                     |
|                                      | 0                    | 0                    | 8,259                 | 8,259                     | 0                      | 0                     |
| <b>Total Fund Requirements</b>       | 0                    | 0                    | 287,250               | 287,250                   | 354,000                | 354,000               |
| <b>TOTAL REQUIREMENTS</b>            | <b>\$ 0</b>          | <b>\$ 0</b>          | <b>\$ 287,250</b>     | <b>\$ 287,250</b>         | <b>\$ 354,000</b>      | <b>\$ 354,000</b>     |

## FUND OVERVIEW

This fund is used to achieve a proper matching of revenues and expenditures related to financing public improvements associated with adding two floors to the top of the Fourth & Yamhill parking facility and construction of future projects. Specifically, this fund will account for resources derived from parking facilities, and the allocation thereof, to pay principal and interest on bonded indebtedness associated with financing these improvements.

## CHANGES FROM PRIOR YEAR

For FY1999-00 this fund has been renamed from the 4th and Yamhill Bond Redemption Fund to the Parking Facilities Debt Redemption Fund to more accurately reflect the nature of the fund. Formerly this fund was used solely for debt service associated with 4th and Yamhill project. It is now in the process of evolving to house all debt service associated with the parking facilities.

**Parking Facilities Debt Redemption Fund – 360****DEBT REDEMPTION SCHEDULE**

| Bond Description   | Amount<br>Issued | Fiscal Year | Principal         | Coupon          | Interest          | Total P+I         |
|--|------------------|-------------|-------------------|-----------------|-------------------|-------------------|
| Short Term Debt<br>Fourth and Yamhill<br>Parking Line of Credit<br>6/25/1998 |                  |             |                   |                 |                   |                   |
| <b>TOTAL FUND DEBT SERVICE</b>   |                  |             | <b>\$ 140,000</b> | <b>variable</b> | <b>\$ 214,000</b> | <b>\$ 354,000</b> |

## Old Town Parking Bond Redemption Fund – 362

## FUND SUMMARY

|                                      | Actual<br>FY 1996–97 | Actual<br>FY 1997–98 | Revised<br>FY 1998–99 | Yr End Est.<br>FY 1998–99 | Approved<br>FY 1999–00 | Adopted<br>FY 1999–00 |
|--------------------------------------|----------------------|----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| <b>RESOURCES</b>                     |                      |                      |                       |                           |                        |                       |
| <b>External Revenues</b>             |                      |                      |                       |                           |                        |                       |
| <b>Miscellaneous Revenues</b>        |                      |                      |                       |                           |                        |                       |
| Interest Earned                      | 9,724                | 4,156                | 900                   | 900                       | 0                      | 0                     |
|                                      | 9,724                | 4,156                | 900                   | 900                       | 0                      | 0                     |
| <b>Total External Revenues</b>       | 9,724                | 4,156                | 900                   | 900                       | 0                      | 0                     |
| <b>Internal Revenues</b>             |                      |                      |                       |                           |                        |                       |
| <b>Other Cash Transfers</b>          |                      |                      |                       |                           |                        |                       |
| Parking Facilities Fund              | 450,000              | 550,000              | 665,000               | 665,000                   | 657,502                | 657,502               |
|                                      | 450,000              | 550,000              | 665,000               | 665,000                   | 657,502                | 657,502               |
| <b>Total Internal Revenues</b>       | 450,000              | 550,000              | 665,000               | 665,000                   | 657,502                | 657,502               |
| <b>Beginning Fund Balance</b>        | 223,177              | 123,494              | 11,206                | 11,206                    | 9,538                  | 9,538                 |
| <b>TOTAL RESOURCES</b>               | <b>\$ 682,901</b>    | <b>\$ 677,650</b>    | <b>\$ 677,106</b>     | <b>\$ 677,106</b>         | <b>\$ 667,040</b>      | <b>\$ 667,040</b>     |
| <b>REQUIREMENTS</b>                  |                      |                      |                       |                           |                        |                       |
| <b>Bureau Expenses</b>               |                      |                      |                       |                           |                        |                       |
| <b>Fund Requirements</b>             |                      |                      |                       |                           |                        |                       |
| <b>Debt Retirement</b>               | 559,408              | 664,289              | 667,568               | 667,568                   | 667,040                | 667,040               |
| <b>Unappropriated Ending Balance</b> |                      |                      |                       |                           |                        |                       |
| Unappropriated Ending Balance        | 123,493              | 13,361               | 9,538                 | 9,538                     | 0                      | 0                     |
|                                      | 123,493              | 13,361               | 9,538                 | 9,538                     | 0                      | 0                     |
| <b>Total Fund Requirements</b>       | 682,901              | 677,650              | 677,106               | 677,106                   | 667,040                | 667,040               |
| <b>TOTAL REQUIREMENTS</b>            | <b>\$ 682,901</b>    | <b>\$ 677,650</b>    | <b>\$ 677,106</b>     | <b>\$ 677,106</b>         | <b>\$ 667,040</b>      | <b>\$ 667,040</b>     |

## FUND OVERVIEW

This fund is used to achieve a proper matching of revenues and expenditures related to financing and refinancing of the Old Town (Front & Davis) parking facility. Specifically, this fund accounts for resources derived from fees charged for parking and retail space rental, and the allocation thereof, to pay principal and interest on bonded indebtedness associated with financing the construction of this parking facility.

The Portland Public Heliport is located on the top level of this parking facility.

# Old Town Parking Bond Redemption Fund – 362

## DEBT REDEMPTION SCHEDULE

| Bond Description               | Amount<br>Issued | Fiscal Year | Principal           | Coupon | Interest            | Total P+I           |
|--------------------------------|------------------|-------------|---------------------|--------|---------------------|---------------------|
| Series 1992                    | 6,810,000        | 1999/00     | 295,000             | 5.45%  | 372,040             | 667,040             |
| Revenue                        |                  | 2000/01     | 310,000             | 5.60%  | 355,321             | 665,321             |
| 02/01/92                       |                  | 2001/02     | 325,000             | 5.75%  | 337,298             | 662,298             |
| Due 10/1                       |                  | 2002/03     | 350,000             | 5.90%  | 317,629             | 667,629             |
|                                |                  | 2003/04     | 365,000             | 6.00%  | 296,354             | 661,354             |
|                                |                  | 2004/05     | 390,000             | 6.10%  | 273,509             | 663,509             |
|                                |                  | 2005/06     | 410,000             | 6.20%  | 248,904             | 658,904             |
|                                |                  | 2006/07     | 435,000             | 6.30%  | 222,491             | 657,491             |
|                                |                  | 2007/08     | 465,000             | 6.35%  | 194,025             | 659,025             |
|                                |                  | 2008/09     | 495,000             | 6.40%  | 163,421             | 658,421             |
|                                |                  | 2009/10     | 525,000             | 6.38%  | 130,847             | 655,847             |
|                                |                  | 2010/11     | 560,000             | 6.38%  | 96,263              | 656,263             |
|                                |                  | 2011/12     | 595,000             | 6.38%  | 59,447              | 654,447             |
|                                |                  | 2012/13     | 635,000             | 6.38%  | 20,241              | 655,241             |
| <b>TOTAL FUND DEBT SERVICE</b> |                  |             | <b>\$ 6,155,000</b> |        | <b>\$ 3,087,788</b> | <b>\$ 9,242,788</b> |



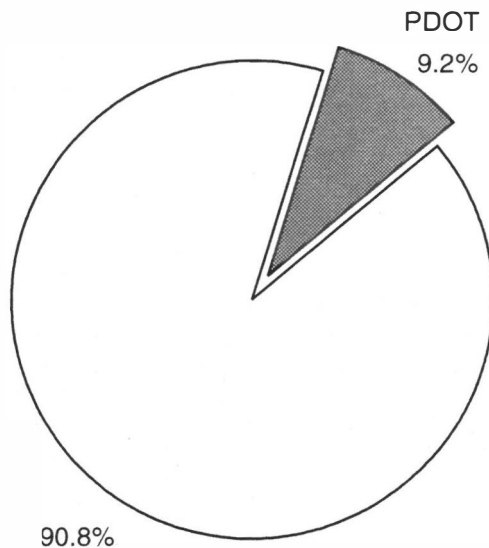
# Office of Transportation

Transportation and Parking Service Area

Charlie Hales, Commissioner-in-Charge

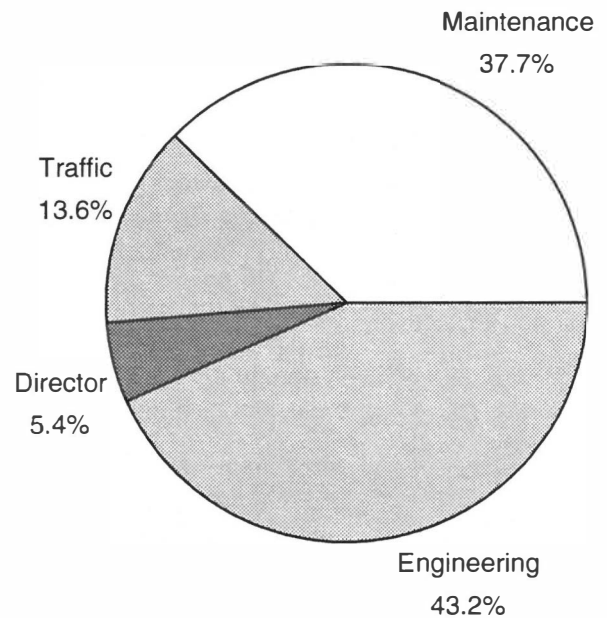
Vic Rhodes, Director

**Percent of City Budget**



City Budget = \$1.29 Billion

**Bureau Divisions**



**Bureau Overview**

| Expenditures in Millions                  | Revised<br>FY 1998-99 | Adopted<br>FY 1999-00 | Change from<br>Prior Year | Per Capita<br>Change |
|---|-----------------------|-----------------------|---------------------------|----------------------|
| Operating                                 | 70,905,433            | 71,275,449            | 370,016                   | -3.8%                |
| Capital                                   | 39,382,364            | 47,683,963            | 8,301,599                 | 15.9%                |
| Allocated City Overhead Costs             | 2,768,416             | 3,048,945             | 280,529                   | 5.4%                 |
| <b>Total Cost with Allocated Overhead</b> | <b>\$ 113,056,213</b> | <b>\$ 122,008,357</b> | <b>\$ 8,952,144</b>       | <b>3.3%</b>          |
| Authorized Full-Time Positions            | 716                   | 711                   | (5)                       | -4.9%                |

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

## Bureau Summary

### BUREAU MISSION

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

### BUREAU HIGHLIGHTS

#### Summary

In FY 1999-00, as in previous years, the Portland Office of Transportation (PDOT) faces a deficit in meeting current service levels (CSL). The combined effects of age, usage, increasing size, decreasing purchasing power, and declining revenues have resulted in repeated funding shortfalls. This year's Adopted Budget includes \$2.3 million in reductions, \$1.8 million in one-time savings, and \$716,000 one-time General Fund support as approved in the FY 1998-99 budget cycle.

#### Major Issues/ Trends

##### Increased Demands

**Age:** Portland is no longer a young city; in fact, much of its infrastructure is well beyond middle age. Things are simply beginning to wear out and wear out at an accelerated rate as backlogs in maintenance continue to grow.

**Use:** The transportation system is being used in ways it was not built to accommodate. In the past 20 years Oregon's population has grown 20%, and the vehicle miles traveled on the system in the same period have increased by 40%. Traffic continually causes our roads to bend, and, just like a paper clip, bent enough times, they break.

**Size:** As the City has grown, so has the inventory of things to maintain. In 1979 Portland had 695 traffic signals; today it has 956, a 38% growth. Since 1985 the City has added 414 lane miles to its pavement inventory. Adding bike lanes, parking signs, traffic calming devices, and signs, such as *Fines Double in School Zones*, has increased the demand for maintenance dollars.

**Purchasing Power:** Due to inflation, transportation dollars have lost 16% of their purchasing power since 1993. In fact, it would require a 30 cent Oregon state gas tax in 1998 to equal the purchasing power of the 1968 gas tax. Oregon's current tax is 24 cents. Revenue from gas taxes is also in decline, as vehicle fuel efficiency has nearly doubled since 1970. In addition, Oregon has one of the lowest vehicle registration fees in the country. The combined effect is that in 1970 automobile drivers paid 2.7 cents in taxes for each mile driven while in 1998 they pay only 1.3 cents per mile, in constant dollars.

#### FY 1999-00 Budget

For FY 1999-00, PDOT's costs to maintain CSL exceeded its projected resources by \$4.8 million. PDOT's management team developed the PDOT Charter which sets forth a series of operating principles and standards crafted around PDOT's mission. A matrix was developed to prioritize programs and activities and identify appropriate funding levels, as a foundation for making budget reductions and reallocations to core activities.

##### Reductions

**Savings Plan:** PDOT is reducing the savings rate for its General Transportation Revenue (GTR) savings plan, resulting in a one-time cash infusion of \$1 million.

**Carryover:** The office is targeting a carryover reduction, primarily for CIP, of \$0.8 million in the current year. By reducing carryover, PDOT, in essence, increases its ending fund balance for FY 1998-99, which in turn increases the beginning fund balance for FY 1999-00. This increase in beginning fund balance is available to support the FY 1999-00 budget.

**Reduction Packages:** In FY 1999-00, PDOT is making \$2.3 million in operating and CIP cuts:

- ◆ Reduce Traffic Operations services (\$100,000).
- ◆ Eliminate Emergency Response Overtime (\$379,000).
- ◆ Eliminate New Guardrail Installation (\$50,000).
- ◆ Reduce Curb Ramp installations by one-third (\$500,000).
- ◆ Reduce CBD Sidewalk Posting frequency (\$80,000).
- ◆ Eliminate GTR support for the Regional Rail Program (\$105,000).
- ◆ Eliminate LID Subsidies for one year (\$60,000).
- ◆ Eliminate LID Marketing for one year (\$35,446).
- ◆ Eliminate S/N Light Rail FEIS (\$50,000).
- ◆ Eliminate spot safety, pedestrian and bike improvements (\$100,000).
- ◆ Reduce GTR support for road rehabilitation by 50% (\$500,000).
- ◆ Eliminate GTR support for the Greeley Bikeway (\$160,000).

### Reallocations

PDOT's budget reductions allow the office to provide funding for projects and programs that were either reduced in prior years' budget reductions or were continued because they received one-time General Fund support. The following projects are receiving reallocated funding:

- ◆ Continue PDOT's stewardship of the community's assets by making a \$1.5 million commitment to the pavement maintenance program without requesting additional General Fund dollars.
- ◆ Fund selected CIP projects including SE Flavel Street traffic calming for \$79,650, signal design for SW Garden Home and Multnomah for \$50,000, traffic safety/pedestrian improvements on SE 60th at Mt. Tabor Park for \$100,000, and traffic signal replacements for \$750,000.

### Additions

PDOT is initiating the practice of charging fees for its development reviews consistent with the cost recovery policy adopted for the Bureau of Planning. These fees are budgeted to provide \$250,000 in new revenues, freeing an equal amount of GTR that previously supported the costs of reviews.

In total, PDOT is allocating \$300,000 of GTR to two programs.

- ◆ Provide \$200,000 to reduce the sign and pavement marking backlog.
- ◆ Provide \$100,000 to provide partial funding for the LID Program and the Brownfields Showcase Project.

**Total Appropriation, FTEs, and General Fund Support**

PDOT's FY 1999-00 Adopted Budget includes \$118.96 million in appropriation: \$71.3 million operating and \$47.7 million CIP appropriations. PDOT has 24 budget programs in four bureaus, with 711 FTE. The Adopted Budget includes \$5.6 million ongoing General Fund support for street lighting and street cleaning. It also includes \$716,000 in one-time General Fund support approved by Council in the FY 1998-99 budget process for downtown streetcleaning, the abandoned auto program, and landscape maintenance.

# General Description

## BUREAU OVERVIEW

PDOT includes four bureaus: the Bureau of Maintenance, the Bureau of Traffic Management, the Bureau of Transportation Engineering & Development, and the Office of the Director. PDOT's FY 1999-00 Adopted Budget includes \$118.96 million in appropriation; \$71.3 million operating and \$47.7 million CIP appropriations. PDOT has a budgeted staff of 711 FTE.

## MAJOR ISSUES

### Deterioration of the Infrastructure

PDOT is facing increasingly severe financial strains. Financial difficulties are resulting in reductions in services that significantly impact neighborhoods, businesses, and the citizens' investment in a \$5.3 billion transportation system.

An increasing percentage of Portland's transportation infrastructure is in poor condition.

- ◆ This year, Portland's road condition was ranked ninth worst in the nation by the Surface Transportation Policy Project.
- ◆ From 1993 to 1998, the percentage of roads in poor condition in Portland grew from 14% to 21%.
- ◆ From 1993 to 1998, the percentage of signals in poor condition increased from 18% to 26%; bridges in poor condition increased from 31% to 32%.
- ◆ From 1993 to 1998, Portland's preventative pavement maintenance backlog increased from 406 to 493 miles. Pavement that is not adequately maintained will deteriorate to a state where it must be rebuilt. It costs the City four to five times more dollars to rebuild a road than to maintain it so that it doesn't need rebuilding. A continued inability to address this maintenance backlog will result in more roads being rebuilt at four to five times the cost of timely maintenance.

*It costs four to five time more to rebuild roads than it does to maintain them.*

### Safety Concerns

Revenue shortfalls limit the City's ability to respond to known safety concerns.

- ◆ Over the last few years, Portland was unable to fund a growing number of needed improvements at high injury accident intersections throughout the City.
- ◆ Portland has a growing list of safety projects, demanded by citizens, needed to reduce speeding in neighborhoods and around schools.

### Congestion

Portland's roads and bridges are increasingly congested.

- ◆ In 1994, congestion in the Portland metropolitan area was 14th worst in the nation.
- ◆ Without transportation improvements, congested lane miles in the Portland area are forecasted to increase by 178% with a corresponding 300% increase in vehicle delay.

### Inadequate Infrastructure

Inadequate infrastructure is a challenge in meeting land-use and employment objectives. This challenge is particularly true in some of the most economically depressed parts of Portland. Portland has a number of areas that are currently unable to meet housing and employment demands due to transportation deficiencies.

## RECENT TRENDS

A number of trends are resulting in growing road-related revenue shortfalls for Oregon cities, including the City of Portland. These trends relate primarily to increasing costs and decreasing revenue. PDOT has responded to these trends by taking advantage of some cost reducing trends and by implementing cost reduction activities.

### Trends That Increase Costs

#### Population Growth

Oregon's population growth is occurring within cities.

- ◆ From 1987 to 1997, Oregon population increased by 527,000 people. About 91 % of this increase occurred within cities.
- ◆ From 1986 to 1997, Portland's population increased by 109,840 people, a 28% increase.

#### Growth in Size of the Infrastructure

The size of the City road system has increased significantly.

- ◆ Statewide from 1986 to 1997, City road miles increased more than 23%, an increase of 1,646 center lane miles.
- ◆ From 1985 to 1995, Portland added 414 lane miles to the road system, a 22% increase in the size of the City road network.

#### Higher Use of the Infrastructure

City roads are experiencing increased use.

- ◆ From 1982 to 1997, miles traveled on urban minor arterials and collectors increased more than 55%, an increase of 4.4 million miles per day.
- ◆ From 1987 to 1997, miles traveled within the Portland urban area, including local roads and state highways, increased by 56%, an increase of over 9.1 million miles per day.

#### Higher Complexity of the Infrastructure

City roads are becoming more complex to ensure safety and efficiency.

- ◆ From 1988 to 1998, Portland added 35 traffic signals, 10,652 streetlights, 53,415 street signs, and 58 retaining walls to the City road network.

#### Aging Infrastructure

Due to age, an increasing percentage of City roads need intensive maintenance to extend their useful life and avoid costly rebuilds.

- ◆ Historically Portland has had an advantage over East Coast cities where stories of crumbling infrastructure and potholes are common. Portland is no longer a young city; in fact, much of its infrastructure will soon reach the end of its useful life unless it receives immediate and intensive maintenance.
- ◆ To avoid spending four to five times more on major rehabilitation and rebuilding, Portland must be able to provide more timely maintenance to roads built in the early 1900s and roads built in the development boom of the 1970s.

**Construction Costs**

Due to a recent booming construction economy in Portland, the costs for construction labor have increased 41% since 1991. This rate is greater rate than the inflation rate.

**Trends That  
Decrease Revenues****State Gas Tax**

State gas tax revenues are the largest source of transportation funding for Portland and are the main source for funding maintenance and operations. In 1998, 88% of the State gas tax revenues received by Portland were used for operations, maintenance, and preservation. Only 12% was used for capital improvements.

**Inflation:** The legislature has not voted to increase the gas tax since 1991, meanwhile the purchasing power of revenue is being reduced by inflation.

- ◆ The purchasing power of a dollar in 1999 only buys 71 cents of the contracted construction purchased in 1991.
- ◆ From 1991 to 1997, the cost to pave one square-yard of street increased 22%, from \$2.50 to \$3.05.

**Auto Efficiency:** Increased auto efficiency, despite all of its positive impacts, decreases gas tax revenue.

- ◆ The average miles per gallon for an Oregon auto increased from 13.3 in 1970 to 21.1 in 1998, a 59% increase.
- ◆ The combined effects of inflation and efficiency has reduced the per-mile-driven investment in our roads and bridges, from 2.7 cents in 1970 to 1.3 cents in 1998.

**PDOT Response**

PDOT utilizes some favorable trends and uses other measures to offset the above trends by increasing office efficiency and effectiveness.

**Citizen Involvement**

PDOT continues to utilize the trend to encourage and use citizen involvement in the governmental process. The office works closely with neighborhoods and businesses as it continues to maintain the transportation infrastructure and make improvements that enhance safety and livability. In particular, it has worked with neighborhoods and businesses to identify, review, and prioritize capital transportation improvements. The office utilizes this citizen involvement to help prioritize requests within the office's budget constraints.

**Partnering**

Portland is also participating in the trend of partnering between various governmental jurisdictions and with the private sector.

**Local and State Government:** PDOT has been successful in partnering with local and State entities to reduce costs. Some examples of the office's success follow:

- ◆ Portland, Gresham, and the Oregon Department of Transportation share a common computer that allows for signal synchronization between jurisdictions.
- ◆ On a regular basis, jurisdictions share specialized equipment. An example is the bridge inspection crane that is loaned between Multnomah County, the Port of Portland, and ODOT.



*Portland is nationally recognized for its development of multi-modal transportation systems.*

**Private Sector:** Portland is extremely successful in partnering with the private sector to fund specific transportation improvements.

### **Multi-Modal Approach**

Portland is nationally recognized for its advances in the national trend to take a multi-modal approach to solve transportation problems.

- ◆ Portland utilizes the talents of its nationally recognized pedestrian, bicycle, traffic calming and transit programs to ensure that road and bridge improvements achieve City livability and safety objectives.

### **New Technology**

The fast pace of technological advances continues to be a national and worldwide trend. Portland is improving processes by utilizing new technology to decrease costs.

- ◆ A central traffic control computer is increasing the efficiency of Portland's signal synchronization efforts. Annually, synchronization improvements on West Burnside, Naito Parkway (formerly Front Avenue), and Martin Luther King, Jr. Blvd. reduce travel times by over 50,000 hours, save 111,000 gallons of gasoline, and reduce over 110 tons of carbon monoxide emissions.
- ◆ By replacing outdated slurry seal trucks and switching to a quick drying asphalt emulsion, Portland increased its square-yard-per-labor-hour for slurry seal by 23%.

### **Office Efficiencies**

Portland, like private industry, follows the trend to increase office efficiency and continues to identify ways to reduce its costs. Some of the office's more effective recent efforts include the following:

- ◆ Portland uses private sector contracting to minimize the cost of transportation improvements.
- ◆ Portland uses cost accounting and performance budgeting to maximize resources.

## **CHANGES FROM PRIOR YEAR**

In FY 1999-00, as in previous years, PDOT faces a deficit in meeting current service levels (CSL). The combined effects of age, usage, increasing size, decreasing purchasing power, and declining revenues have resulted in repeated funding shortfalls. The FY 1999-00 Adopted Budget includes \$2.3 million in reductions, \$1.8 million in one-time savings, and \$716,000 one-time General Fund support as approved in the FY 1998-99 budget cycle. PDOT's budget reductions allow the office to reallocate limited resources to selected projects and programs.

### **Reductions**

#### **Savings Plan**

PDOT is reducing the savings rate for its GTR savings plan, resulting in a one-time cash infusion of \$1 million.

#### **Carryover**

The office is targeting a carryover reduction, primarily for CIP, of \$0.8 million in the current year. This results in one-time resources being made available.



**Reduction Packages**

In FY 1999-00, PDOT is making \$2.3 million in operating and CIP cuts:

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- ◆ Provide \$200,000 to reduce the sign and pavement marking backlog.
- ◆ Provide \$100,000 to provide partial funding for the LID Program

**Reorganization**

PDOT has modified its organizational structure to more efficiently provide transportation services. Programs have been regrouped within the Bureau of Transportation Engineering & Development to form the Capital Improvement Division and Development District/Construction Services Division. Technology management, analysis and support services have been centralized within the Office of the Director to form the Information Technology Services Division. PDOT is in the process of a comprehensive re-evaluation of its organizational structure.

## Strategic Direction

### VISION AND VALUES

#### Vision

Portland will continue to be a national model for managing growth. The livability and economic health of the City will be maintained because of decisions made by community leaders and residents. Portland's downtown will continue to be the center of a safe, attractive, and vital City. Neighborhoods and community business districts will be thriving. Housing will be affordable and family-wage jobs will be available. Residents will have a broad range of safe and convenient transportation options and will frequently walk, bicycle, carpool, or ride public transit as their first choice of transportation. The community as a whole will have an attitude of stewardship in making transportation decisions, and will understand the relationship between transportation, the environment, and livability. Portland will have a competitive economic advantage because congestion is managed and air quality is good.

#### Values

In the Portland Office of Transportation We Value:

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

### MANAGEMENT GOALS & OBJECTIVES

#### Long-Term Goals

The Portland Office of Transportation Strategic Plan 1996-00 outlines the office's vision, mission, values and priority issues. To achieve Portland's vision of the future, PDOT 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 PDOT and exemplary organization.

**Funding**

**Goal :** Ensure that the Office of 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**

PDOT 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.

PDOT's activities support all of Council's priorities, either directly or indirectly. The office has the most significant impact on the following priorities:

- ◆ Ensure Decent, Affordable Housing.
- ◆ Build a Livable City Through Good Planning and Well-Managed Growth.
- ◆ Promote Economic Vitality and Access to Quality Jobs For All.
- ◆ Maintain a Financially Stable City of Portland.
- ◆ Promote the Inclusion of Under-Represented Neighborhoods and Groups in Participation in City Activities and Services.
- ◆ Keep the Central City Vital.
- ◆ Build a Multi-Modal Transportation System.
- ◆ Grow as an International City.
- ◆ Become a More Effective Partner in the Region.

**Future Focus**

PDOT addresses a number of strategic goals articulated in Portland Future Focus, primarily the following;

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

## Benchmarks

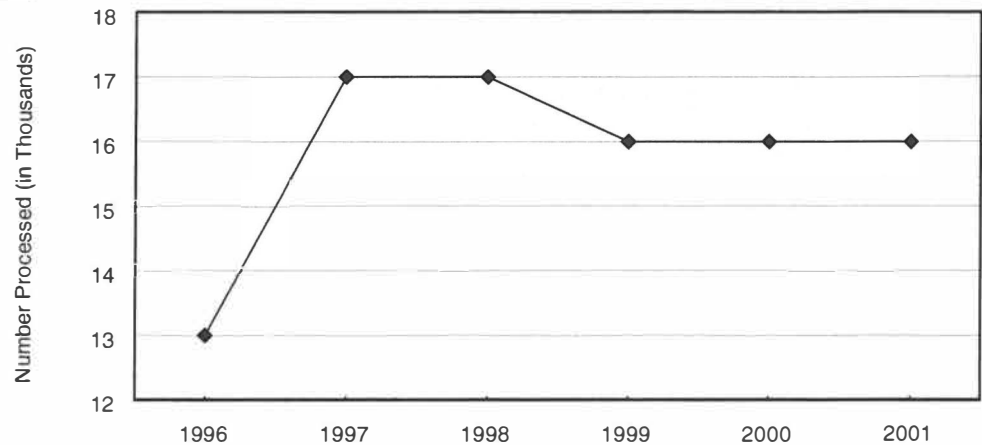
PDOT addresses a number of Portland-Multnomah County Benchmarks, including but not limited to the following;

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

## Performance Measures

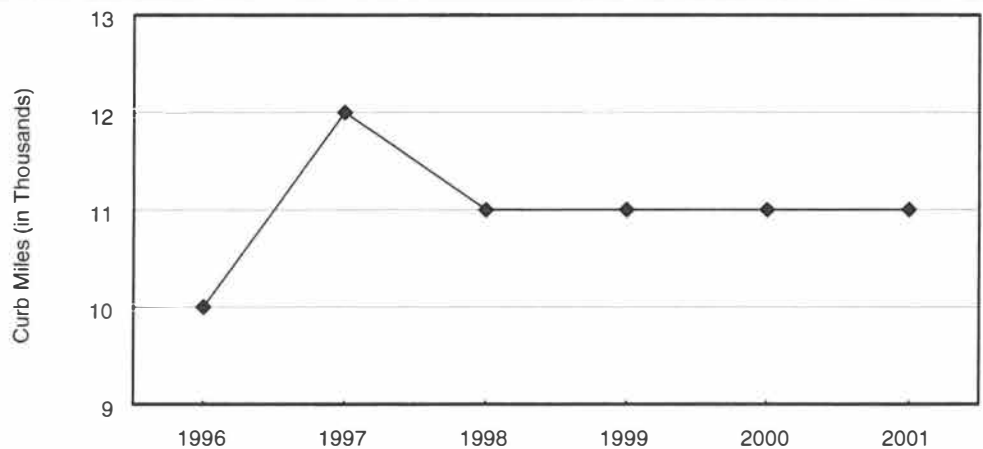
### Applications, Permits, and Acquisitions Processed

- ◆ Gross number of permits was down slightly; however, those issued were of larger scope and complexity.
- ◆ Telecommunication installations required fewer actual permits, yet total dollar volume was equivalent to prior year (indicating growth in project size).



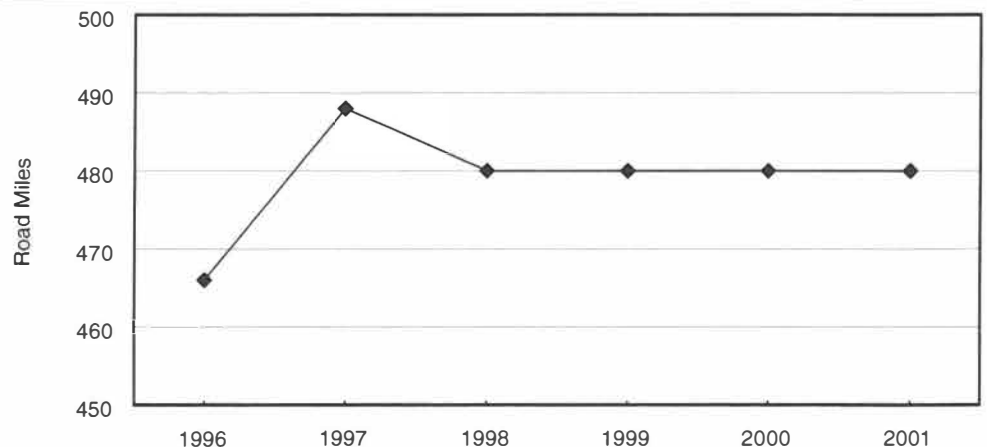
### Curb Miles Street Cleaned

- ◆ Curb miles cleaned is maintaining at a constant level.



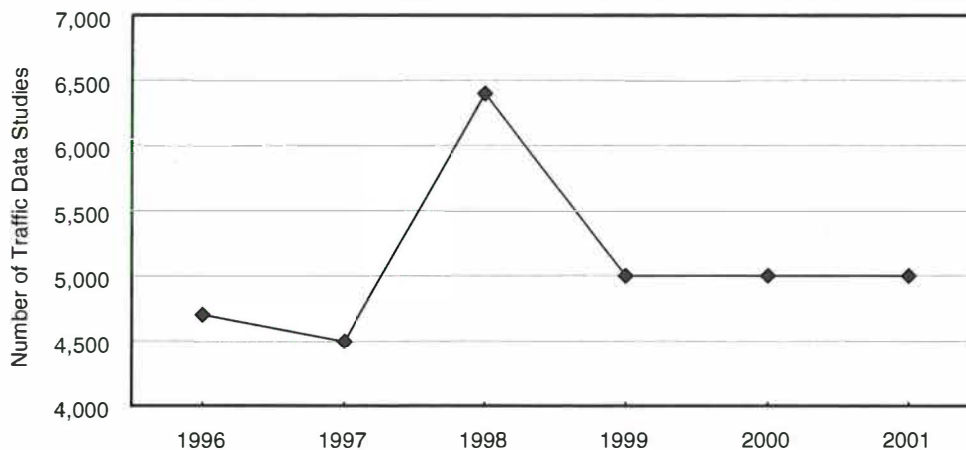
### Pavement Backlog

- ◆ Additional funds have been redirected to Street Preservation to keep the backlog from increasing.



### Traffic Data Studies Performed

- ◆ Typical data studies include making counts of traffic volumes, speeds and turning movements.
- ◆ In FY98, new tasks were added, including inspection of newly installed traffic signs, minor tree pruning to clear traffic signs, and video taping intersection activity for traffic movement.
- ◆ By assigning these new tasks to traffic data staff already in the field, the City realizes cost savings through efficient use of staff across bureaus.



|  | Actual<br>FY 1995–96 | Actual<br>FY 1996–97 | Actual<br>FY 1997–98 | Yr End Est.<br>FY 1998–99 | Target<br>FY 1999–00 | Target<br>FY 2000–01 |
|--|----------------------|----------------------|----------------------|---------------------------|----------------------|----------------------|
| <b>Street Preservation</b>                               |                      |                      |                      |                           |                      |                      |
| <b>Effectiveness</b>                                     |                      |                      |                      |                           |                      |                      |
| Paving Backlog (Road Miles)                              | 466                  | 488                  | 480                  | 480                       | 480                  | 480                  |
| <b>Traffic Maintenance</b>                               |                      |                      |                      |                           |                      |                      |
| <b>Efficiency</b>  |                      |                      |                      |                           |                      |                      |
| Traffic Signs Maintained (Cost per Location)             |                      | 30.39                | 28.52                | 31.93                     | 35.67                | 37.10                |
| <b>Street Cleaning</b>                                   |                      |                      |                      |                           |                      |                      |
| <b>Workload</b>  |                      |                      |                      |                           |                      |                      |
| Central Business District Sweeping (Curb Miles)          | 10,375               | 11,904               | 11,479               | 11,440                    | 11,440               | 11,440               |
| <b>Capital Improvement Divison</b>                       |                      |                      |                      |                           |                      |                      |
| <b>Workload</b>  |                      |                      |                      |                           |                      |                      |
| Arterial Improvements Design and Contracted (Lane Miles) |                      | 15.26                | 23.97                | 17.00                     | 20.00                | 20.00                |
| <b>Transportation Planning</b>                           |                      |                      |                      |                           |                      |                      |
| <b>Workload</b>  |                      |                      |                      |                           |                      |                      |
| Land Use Cases Reviewed                                  |                      | 1,519                | 1,380                | 1,350                     | 1,400                | 1,450                |
| <b>Effectiveness</b>                                     |                      |                      |                      |                           |                      |                      |
| Public Meetings Attended or Conducted                    |                      | 514                  | 509                  | 569                       | 472                  | 500                  |
| <b>Development Services</b>                              |                      |                      |                      |                           |                      |                      |
| <b>Effectiveness</b>                                     |                      |                      |                      |                           |                      |                      |
| Applications, Permits and Acquisitions Processed         | 13,117               | 17,031               | 16,509               | 15,583                    | 15,585               | 15,586               |
| <b>Office of the Director</b>                            |                      |                      |                      |                           |                      |                      |
| <b>Efficiency</b>  |                      |                      |                      |                           |                      |                      |
| Support Staff as a Percentage of Total Staff             |                      | 5.73%                | 5.75%                | 5.59%                     | 5.49%                | 5.49%                |
| <b>Operations</b>  |                      |                      |                      |                           |                      |                      |
| <b>Workload</b>  |                      |                      |                      |                           |                      |                      |
| Traffic Data Studies Performed                           | 4,700                | 4,500                | 6,400                | 5,000                     | 5,000                | 5,000                |
| <b>Effectiveness</b>                                     |                      |                      |                      |                           |                      |                      |
| % of Traffic Requests Responded                          |                      | 35%                  | 45%                  | 50%                       | 50%                  | 50%                  |

|   | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>EXPENDITURES</b>   |                      |                      |                       |                        |                       |
| <b>Operating Budget</b>   |                      |                      |                       |                        |                       |
| Personal Services   | 39,346,687           | 38,799,300           | 41,242,570            | 41,992,744             | 42,031,264            |
| External Materials and Service  | 13,985,461           | 14,428,805           | 16,688,481            | 15,747,305             | 15,747,305            |
| Internal Materials and Service  | 12,702,825           | 12,262,221           | 12,109,693            | 13,258,893             | 13,258,893            |
| Minor Capital Outlay  | 2,540,601            | 1,795,685            | 824,397               | 238,317                | 238,317               |
| Equipment Cash Transfers  | 271,668              | 124,644              | 40,292                | 0                      | 0                     |
| <b>Total Operating Budget</b>   | 68,847,242           | 67,410,655           | 70,905,433            | 71,237,259             | 71,275,779            |
| Capital Improvements  | 13,703,104           | 17,254,201           | 39,382,364            | 47,053,633             | 47,683,633            |
| <b>TOTAL BUREAU EXPENDITURES</b>  | <b>\$ 82,550,346</b> | <b>\$ 84,664,856</b> | <b>\$ 110,287,797</b> | <b>\$ 118,290,892</b>  | <b>\$ 118,959,412</b> |
| Allocated Overhead Costs  |                      |                      | 2,951,517             | 2,969,480              | 3,048,945             |
| <b>Total Cost with Allocated Overhead</b>   |                      |                      | 113,239,314           | 121,260,372            | 122,008,357           |
| <b>Authorized Full-Time Positions</b>   |                      |                      |                       |                        |                       |
| General Fund Discretionary  | 8                    | 16                   | 28                    | 23                     | 23                    |
| <b>TOTAL POSITIONS</b>  | <b>733</b>           | <b>730</b>           | <b>716</b>            | <b>711</b>             | <b>711</b>            |
| <b>RESOURCES</b>  |                      |                      |                       |                        |                       |
| Discretionary Revenue   |                      |                      |                       |                        |                       |
| Discretionary General Fund  |                      | 5,965,095            | 9,707,113             | 6,721,027              | 6,721,027             |
| General Transportation Discretionary  |                      | 50,795,549           | 66,842,255            | 74,709,845             | 75,339,845            |
| <b>Total Total Discretionary Resources</b>  |                      | 56,760,644           | 76,549,368            | 81,430,872             | 82,060,872            |
| <b>Non-Discretionary Revenues</b>   |                      |                      |                       |                        |                       |
| Grants & Donations  |                      | 4,265,074            | 6,996,245             | 2,368,047              | 2,368,047             |
| Contract Revenues   |                      | 4,127,142            | 5,810,744             | 7,367,115              | 7,367,115             |
| Interagency Revenues  |                      | 14,851,759           | 16,183,387            | 21,583,070             | 21,621,590            |
| Bureau Program Revenues   |                      | 4,660,237            | 4,748,053             | 5,541,788              | 5,541,788             |
| Overhead Revenues   |                      | 0                    | 0                     | 0                      | 0                     |
| <b>Total Non-Discretionary Revenues</b>   |                      | 27,904,212           | 33,738,429            | 36,860,020             | 36,898,540            |
| <b>Total General Fund Resources</b>   |                      | 84,664,856           | 110,287,797           | 118,290,892            | 118,959,412           |
| <b>TOTAL RESOURCES</b>  |                      | <b>\$ 84,664,856</b> | <b>\$ 110,287,797</b> | <b>\$ 118,290,892</b>  | <b>\$ 118,959,412</b> |
| Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.         |                      |                      |                       |                        |                       |
| Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue. |                      |                      |                       |                        |                       |
| <b>DIVISIONS</b>  |                      |                      |                       |                        |                       |
| Bureau of Maintenance   |                      | 45,699,861           | 46,152,421            | 44,860,095             | 44,860,095            |
| Positions   |                      | 436                  | 428                   | 424                    | 424                   |
| Bureau of Traffic Management  |                      | 16,018,628           | 17,552,913            | 16,236,576             | 16,223,358            |
| Positions   |                      | 122                  | 118                   | 114                    | 114                   |
| Office of Transportation Director   |                      | 3,940,830            | 5,001,281             | 6,428,398              | 6,460,559             |
| Positions   |                      | 36                   | 34                    | 47                     | 47                    |
| Bureau of Transportation Engineering & Development  |                      | 19,005,537           | 41,581,182            | 50,765,823             | 51,415,400            |
| Positions   |                      | 136                  | 136                   | 126                    | 126                   |
| <b>TOTAL DIVISIONS</b>  |                      | <b>\$ 84,664,856</b> | <b>\$ 110,287,797</b> | <b>\$ 118,290,892</b>  | <b>\$ 118,959,412</b> |
| Positions   |                      | <b>730</b>           | <b>716</b>            | <b>711</b>             | <b>711</b>            |



|  | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|--|----------------------|-----------------------|------------------------|-----------------------|
| <b>PROGRAMS</b>  |                      |                       |                        |                       |
| <b>BUREAU OF MAINTENANCE</b>                             |                      |                       |                        |                       |
| Street Preservation                                      | 11,495,857           | 12,679,508            | 12,638,895             | 12,638,895            |
| <i>Positions</i>   | 95                   | 95                    | 94                     | 94                    |
| Traffic Maintenance                                      | 5,679,380            | 6,740,640             | 6,484,090              | 6,484,090             |
| <i>Positions</i>   | 60                   | 60                    | 64                     | 64                    |
| Street Cleaning  | 5,583,160            | 5,728,973             | 5,707,672              | 5,707,672             |
| <i>Positions</i>   | 53                   | 48                    | 52                     | 52                    |
| Sidewalk Preservation                                    | 2,916,785            | 3,008,037             | 2,264,605              | 2,264,605             |
| <i>Positions</i>   | 32                   | 29                    | 23                     | 23                    |
| Structural Maintenance                                   | 1,804,995            | 2,333,900             | 2,274,024              | 2,274,024             |
| <i>Positions</i>   | 28                   | 28                    | 28                     | 28                    |
| Emergency Preparedness                                   | 1,210,562            | 670,903               | 336,275                | 336,275               |
| <i>Positions</i>   | 2                    | 2                     | 2                      | 2                     |
| Environmental Maintenance                                | 6,332,170            | 6,310,232             | 6,995,622              | 6,995,622             |
| <i>Positions</i>   | 80                   | 80                    | 83                     | 83                    |
| Drainage & Roadside Maintenance                          | 3,382,694            | 3,255,006             | 3,621,402              | 3,621,402             |
| <i>Positions</i>   | 34                   | 34                    | 28                     | 28                    |
| Bureau of Maintenance Support & Administration           | 7,294,258            | 5,425,222             | 4,537,510              | 4,537,510             |
| <i>Positions</i>   | 52                   | 52                    | 52                     | 52                    |
| <b>TOTAL PROGRAMS</b>                                    | <b>\$ 45,699,861</b> | <b>\$ 46,152,421</b>  | <b>\$ 44,860,095</b>   | <b>\$ 44,860,095</b>  |
| <i>Positions</i>   | <b>436</b>           | <b>428</b>            | <b>424</b>             | <b>424</b>            |
| <b>BUREAU OF TRAFFIC MANAGEMENT</b>                      |                      |                       |                        |                       |
| Parking Enforcement                                      | 2,802,938            | 3,127,479             | 3,145,752              | 3,145,752             |
| <i>Positions</i>   | 53                   | 53                    | 51                     | 51                    |
| Project Support  | 735,618              | 944,366               | 675,107                | 675,107               |
| <i>Positions</i>   | 11                   | 5                     | 5                      | 5                     |
| BTM Support and Administration                           | 1,780,118            | 1,600,060             | 1,790,083              | 1,776,865             |
| <i>Positions</i>   | 9                    | 8                     | 8                      | 8                     |
| Traffic Calming  | 801,966              | 1,083,537             | 747,911                | 747,911               |
| <i>Positions</i>   | 7                    | 5                     | 5                      | 5                     |
| Operations   | 1,087,782            | 1,197,248             | 1,117,360              | 1,117,360             |
| <i>Positions</i>   | 14                   | 14                    | 14                     | 14                    |
| Parking Management / Bicycle Program                     | 1,923,025            | 2,313,463             | 1,819,802              | 1,819,802             |
| <i>Positions</i>   | 11                   | 16                    | 15                     | 15                    |
| Traffic Signals  | 2,281,129            | 1,783,617             | 2,356,179              | 2,356,179             |
| <i>Positions</i>   | 9                    | 9                     | 10                     | 10                    |
| Street Lighting  | 4,606,052            | 5,503,143             | 4,584,382              | 4,584,382             |
| <i>Positions</i>   | 8                    | 8                     | 6                      | 6                     |
| <b>TOTAL PROGRAMS</b>                                    | <b>\$ 16,018,628</b> | <b>\$ 17,552,913</b>  | <b>\$ 16,236,576</b>   | <b>\$ 16,223,358</b>  |
| <i>Positions</i>   | <b>122</b>           | <b>118</b>            | <b>114</b>             | <b>114</b>            |
| <b>OFFICE OF TRANSPORTATION DIRECTOR</b>                 |                      |                       |                        |                       |
| Transportation Planning                                  | 1,638,806            | 2,461,185             | 2,519,024              | 2,557,544             |
| <i>Positions</i>   | 20                   | 19                    | 15                     | 15                    |
| Office of the Director                                   | 705,594              | 642,121               | 633,508                | 627,149               |
| <i>Positions</i>   | 2                    | 2                     | 2                      | 2                     |
| Information Technology Services                          | 0                    | 0                     | 2,181,175              | 2,181,175             |
| <i>Positions</i>   | 0                    | 0                     | 17                     | 17                    |
| Resources  | 1,138,424            | 1,276,528             | 1,094,691              | 1,094,691             |
| <i>Positions</i>   | 14                   | 13                    | 13                     | 13                    |
| <b>TOTAL PROGRAMS</b>                                    | <b>\$ 3,482,824</b>  | <b>\$ 4,379,834</b>   | <b>\$ 6,428,398</b>    | <b>\$ 6,460,559</b>   |
| <i>Positions</i>   | <b>36</b>            | <b>34</b>             | <b>47</b>              | <b>47</b>             |
| <b>BUREAU OF TRANSPORTATION ENGINEERING &amp; DEVEL-</b> |                      |                       |                        |                       |
| Capital Improvement Division                             | 6,407,855            | 25,322,669            | 37,044,754             | 37,712,209            |
| <i>Positions</i>   | 22                   | 23                    | 26                     | 26                    |
| Development Services                                     | 3,739,862            | 7,401,352             | 5,911,100              | 5,911,100             |
| <i>Positions</i>   | 40                   | 41                    | 41                     | 41                    |
| BTE&D Support and Administration                         | 3,575,844            | 4,284,949             | 2,127,578              | 2,109,700             |
| <i>Positions</i>   | 27                   | 26                    | 18                     | 18                    |
| Development Districts / Construction Services            | 5,739,982            | 5,193,659             | 5,682,391              | 5,682,391             |

|                       | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|-----------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>PROGRAMS</b>       |                      |                       |                        |                       |
| <i>Positions</i>      | 47                   | 46                    | 41                     | 41                    |
| <b>TOTAL PROGRAMS</b> | <b>\$ 19,463,543</b> | <b>\$ 42,202,629</b>  | <b>\$ 50,765,823</b>   | <b>\$ 51,415,400</b>  |
| <i>Positions</i>      | 136                  | 136                   | 126                    | 126                   |

|   |                               | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|-------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>Personnel Services</b>                   |                               |                      |                      |                       |                        |                       |
| 511000                                      | Full-Time Employees           | 24,100,971           | 23,892,014           | 30,719,881            | 31,877,909             | 31,877,909            |
| 512000                                      | Part-Time Employees           | 1,118,490            | 1,052,148            | 2,759,020             | 1,944,944              | 1,983,464             |
| 514000                                      | Overtime                      | 1,370,762            | 1,161,238            | 1,339,904             | 724,741                | 724,741               |
| 515000                                      | Premium Pay                   | 391,483              | 383,049              | 335,363               | 321,091                | 321,091               |
| 517000                                      | Benefits                      | 11,284,034           | 11,491,427           | 12,325,881            | 12,967,279             | 12,967,279            |
| 518000                                      | Paid Absence                  | 5,022,414            | 5,346,455            | 0                     | 0                      | 0                     |
| <b>Total Personnel Services</b>             |                               | <b>43,288,154</b>    | <b>43,326,331</b>    | <b>47,480,049</b>     | <b>47,835,964</b>      | <b>47,874,484</b>     |
| <b>Materials and Services</b>               |                               |                      |                      |                       |                        |                       |
| <b>External Materials and Service</b>       |                               |                      |                      |                       |                        |                       |
| 521000                                      | Professional Services         | 3,278,127            | 3,796,974            | 6,008,047             | 5,182,660              | 5,182,660             |
| 522000                                      | Utilities                     | 4,246,611            | 4,024,876            | 3,964,127             | 4,148,335              | 4,148,335             |
| 523000                                      | Equipment Rental              | 8,272                | 11,762               | 10,157                | 7,540                  | 7,540                 |
| 524000                                      | Repair & Maintenance Services | 1,659,160            | 1,527,525            | 2,846,239             | 2,592,631              | 2,592,631             |
| 525000                                      | Non-Capital Improvement       | 0                    | 0                    | 0                     | 0                      | 0                     |
| 528000                                      | Local Match Payments          | 1,456,551            | 1,618,535            | 1,828,323             | 479,780                | 479,780               |
| 529000                                      | Miscellaneous Services        | 365,606              | 900,508              | 419,995               | 284,893                | 284,893               |
| 531000                                      | Office Supplies               | 56,653               | 62,418               | 159,511               | 161,857                | 161,857               |
| 532000                                      | Operating Supplies            | 2,855,975            | 2,417,336            | 3,160,143             | 2,469,063              | 2,469,063             |
| 533000                                      | Repair & Maintenance Supplies | 5,013,620            | 5,561,932            | 5,437,548             | 5,587,743              | 5,587,743             |
| 534000                                      | Minor Equipment & Tools       | 679,502              | 655,851              | 798,387               | 352,030                | 352,030               |
| 535000                                      | Clothing & Uniforms           | 101,016              | 144,849              | 77,372                | 85,922                 | 85,922                |
| 539000                                      | Other Commodities External    | (226,128)            | 74,013               | (65,079)              | (199,243)              | (199,243)             |
| 541000                                      | Education                     | 177,380              | 213,419              | 211,577               | 253,058                | 253,058               |
| 542000                                      | Local Travel                  | 10,736               | 14,935               | 12,779                | 10,689                 | 10,689                |
| 543000                                      | Out-of-Town Travel            | 85,394               | 68,936               | 132,983               | 124,830                | 124,830               |
| 544000                                      | Space Rental                  | 84,480               | 66,581               | 97,870                | 88,470                 | 88,470                |
| 545000                                      | Interest                      | 0                    | 0                    | 0                     | 0                      | 0                     |
| 546000                                      | Refunds                       | 12,383               | 10,856               | 13,700                | 13,700                 | 13,700                |
| 547000                                      | Retirement System Payments    | 0                    | 0                    | 0                     | 0                      | 0                     |
| 549000                                      | Miscellaneous                 | 164,752              | 167,865              | 709,768               | 930,076                | 930,076               |
| <b>Total External Materials and Service</b> |                               | <b>20,030,090</b>    | <b>21,339,171</b>    | <b>25,823,447</b>     | <b>22,574,034</b>      | <b>22,574,034</b>     |
| <b>Internal Materials and Service</b>       |                               |                      |                      |                       |                        |                       |
| 551000                                      | Fleet Services                | 7,239,861            | 6,731,715            | 6,488,493             | 6,468,488              | 6,468,488             |
| 552000                                      | Printing & Distribution       | 391,606              | 389,385              | 434,684               | 452,428                | 452,428               |
| 553000                                      | Facilities Services           | 1,308,130            | 1,343,086            | 1,253,251             | 1,917,825              | 1,880,370             |
| 554000                                      | Communications Services       | 891,284              | 835,116              | 893,924               | 892,812                | 892,812               |
| 555000                                      | Data Processing Services      | 130,130              | 127,877              | 232,438               | 250,963                | 288,418               |
| 556000                                      | Insurance                     | 1,563,312            | 1,262,492            | 1,364,042             | 1,567,262              | 1,567,262             |
| 557000                                      | Master Lease                  | 0                    | 0                    | 0                     | 0                      | 0                     |
| 558000                                      | Same Fund Services            | 0                    | 0                    | 0                     | 0                      | 0                     |
| 559000                                      | Other Fund Services           | 2,071,607            | 2,533,693            | 1,977,801             | 2,353,090              | 2,983,090             |
| <b>Total Internal Materials and Service</b> |                               | <b>13,595,930</b>    | <b>13,223,364</b>    | <b>12,644,633</b>     | <b>13,902,868</b>      | <b>14,532,868</b>     |
| <b>Total Materials and Services</b>         |                               | <b>33,626,020</b>    | <b>34,562,535</b>    | <b>38,468,080</b>     | <b>36,476,902</b>      | <b>37,106,902</b>     |
| <b>Capital Outlay</b>                       |                               |                      |                      |                       |                        |                       |
| 561000                                      | Land                          | 25,000               | 3,007,495            | 256,000               | 325,000                | 325,000               |
| 562000                                      | Buildings                     | 0                    | 0                    | 0                     | 0                      | 0                     |
| 563000                                      | Improvements                  | 4,727,148            | 3,331,899            | 23,264,683            | 33,414,709             | 33,414,709            |
| 564000                                      | Capital Equipment             | 612,356              | 298,522              | 778,693               | 238,317                | 238,317               |
| 565000                                      | Facilities Lease/Purchase     | 0                    | 0                    | 0                     | 0                      | 0                     |
| 566000                                      | Equipment Lease/Purchase      | 0                    | 0                    | 0                     | 0                      | 0                     |
| 568000                                      | Other Capital Expenditure     | 0                    | 0                    | 0                     | 0                      | 0                     |
| 569000                                      | Depreciation                  | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>Total Capital Outlay</b>                 |                               | <b>5,364,504</b>     | <b>6,637,916</b>     | <b>24,299,376</b>     | <b>33,978,026</b>      | <b>33,978,026</b>     |
| 573000                                      | Equipment Cash Transfers      | 271,668              | 124,644              | 40,292                | 0                      | 0                     |
| 576000                                      | Minor Equipment Transfers     | 0                    | 13,430               | 0                     | 0                      | 0                     |
| <b>TOTAL BUREAU EXPENSES</b>                |                               | <b>\$ 82,550,346</b> | <b>\$ 84,664,856</b> | <b>\$ 110,287,797</b> | <b>\$ 118,290,892</b>  | <b>\$ 118,959,412</b> |

| Class | Title                            | Actual<br>FY 1997 | Actual<br>FY 1998 | Revised<br>FY 1998-99 |           | Approved<br>FY 1999-00 |           | Adopted<br>FY 1999-00 |           |
|-------|----------------------------------|-------------------|-------------------|-----------------------|-----------|------------------------|-----------|-----------------------|-----------|
|       |                                  | No.               | No.               | No.                   | Amount    | No.                    | Amount    | No.                   | Amount    |
| 530   | Accounting Supervisor I          | 1                 | 1                 | 1                     | 55,269    | 1                      | 60,365    | 1                     | 60,365    |
| 510   | Accounting Assistant             | 2                 | 1                 | 1                     | 0         | 1                      | 32,341    | 1                     | 32,341    |
| 819   | Administrative Assistant         | 6                 | 6                 | 6                     | 324,072   | 7                      | 384,397   | 7                     | 384,397   |
| 926   | Administrative Services Manager  | 3                 | 4                 | 4                     | 257,908   | 5                      | 331,699   | 5                     | 331,699   |
| 920   | Administrative Supervisor I      | 1                 | 1                 | 1                     | 49,829    | 1                      | 51,729    | 1                     | 51,729    |
| 922   | Administrative Supervisor II     | 1                 | 1                 | 1                     | 52,492    | 1                      | 47,013    | 1                     | 47,013    |
| 924   | Administrative Supervisor III    | 1                 | 1                 | 1                     | 49,736    | 0                      | 0         | 0                     | 0         |
| 2532  | Applications Analyst II          | 1                 | 1                 | 1                     | 52,492    | 1                      | 55,486    | 1                     | 55,486    |
| 2533  | Applications Analyst III         | 0                 | 0                 | 0                     | 0         | 2                      | 110,364   | 2                     | 110,364   |
| 2534  | Applications Analyst IV          | 5                 | 5                 | 5                     | 277,686   | 3                      | 178,578   | 3                     | 178,578   |
| 1225  | Asphalt Raker                    | 11                | 11                | 11                    | 374,836   | 11                     | 388,729   | 11                    | 388,729   |
| 826   | Assistant Financial Analyst      | 1                 | 1                 | 1                     | 45,665    | 2                      | 84,877    | 2                     | 84,877    |
| 962   | Assistant Program Specialist     | 2                 | 2                 | 1                     | 48,256    | 4                      | 184,970   | 4                     | 184,970   |
| 514   | Associate Accountant             | 4                 | 3                 | 3                     | 110,872   | 3                      | 118,760   | 3                     | 118,760   |
| 3228  | Associate Planner                | 2                 | 2                 | 2                     | 71,681    | 1                      | 39,680    | 1                     | 39,680    |
| 1313  | Automotive Equipment Operator II | 16                | 15                | 15                    | 566,265   | 15                     | 587,295   | 15                    | 587,295   |
| 1311  | Automotive Equipment Operator II | 57                | 58                | 58                    | 2,076,922 | 57                     | 2,117,037 | 57                    | 2,117,037 |
| 928   | Bureau Administrative Manager    | 3                 | 3                 | 3                     | 217,935   | 0                      | 0         | 0                     | 0         |
| 3132  | CADD Manager                     | 1                 | 1                 | 1                     | 56,898    | 0                      | 0         | 0                     | 0         |
| 1420  | Carpenter                        | 8                 | 7                 | 7                     | 283,115   | 7                      | 293,587   | 7                     | 293,587   |
| 3171  | Chief Engineer                   | 1                 | 1                 | 1                     | 77,444    | 0                      | 0         | 0                     | 0         |
| 3173  | City Engineer                    | 1                 | 1                 | 1                     | 78,154    | 1                      | 87,365    | 1                     | 87,365    |
| 114   | Clerical Specialist              | 3                 | 3                 | 3                     | 95,902    | 2                      | 64,682    | 2                     | 64,682    |
| 3255  | Communications Engineer          | 1                 | 1                 | 1                     | 61,241    | 1                      | 63,509    | 1                     | 63,509    |
| 1410  | Concrete Finisher                | 12                | 12                | 11                    | 444,380   | 10                     | 419,410   | 10                    | 419,410   |
| 1315  | Construction Equip Operator I    | 1                 | 1                 | 1                     | 38,085    | 1                      | 39,489    | 1                     | 39,489    |
| 1316  | Construction Equip Operator II   | 16                | 16                | 16                    | 642,432   | 16                     | 666,032   | 16                    | 666,032   |
| 1455  | Electrical Supervisor            | 1                 | 1                 | 1                     | 58,213    | 1                      | 60,365    | 1                     | 60,365    |
| 1453  | Electrician                      | 16                | 16                | 16                    | 737,648   | 17                     | 886,176   | 17                    | 886,176   |
| 3250  | Electronics Technician I         | 1                 | 0                 | 0                     | 0         | 0                      | 0         | 0                     | 0         |
| 3251  | Electronics Technician II        | 0                 | 2                 | 2                     | 91,746    | 2                      | 99,707    | 2                     | 99,707    |
| 3164  | Engineer                         | 4                 | 4                 | 4                     | 249,726   | 6                      | 385,652   | 6                     | 385,652   |
| 3153  | Engineering Associate            | 10                | 10                | 9                     | 449,238   | 11                     | 544,864   | 11                    | 544,864   |
| 3165  | Engineering Surveying Manager    | 1                 | 1                 | 1                     | 67,881    | 1                      | 70,384    | 1                     | 70,384    |
| 2032  | Environmental Resources Manager  | 1                 | 1                 | 1                     | 71,430    | 1                      | 74,073    | 1                     | 74,073    |
| 2210  | Field Representative             | 2                 | 2                 | 2                     | 73,622    | 1                      | 41,804    | 1                     | 41,804    |
| 2211  | Field Representative II          | 2                 | 2                 | 2                     | 78,550    | 2                      | 86,795    | 2                     | 86,795    |
| 827   | Financial Analyst                | 4                 | 4                 | 4                     | 216,993   | 3                      | 162,503   | 3                     | 162,503   |
| 1524  | General Mechanic                 | 2                 | 2                 | 2                     | 80,890    | 3                      | 125,823   | 3                     | 125,823   |
| 3271  | Graphics Illustrator II          | 1                 | 1                 | 1                     | 46,792    | 1                      | 48,522    | 1                     | 48,522    |
| 614   | Human Resources Coordinator      | 1                 | 0                 | 0                     | 0         | 0                      | 0         | 0                     | 0         |
| 2522  | Info Systems Tech I              | 1                 | 1                 | 1                     | 61,241    | 1                      | 70,575    | 1                     | 70,575    |
| 2542  | Information Systems Analyst II   | 2                 | 2                 | 2                     | 102,949   | 2                      | 88,776    | 2                     | 88,776    |
| 2544  | Information Systems Analyst IV   | 3                 | 3                 | 3                     | 156,357   | 3                      | 158,866   | 3                     | 158,866   |
| 2550  | Information Systems Manager      | 2                 | 2                 | 2                     | 128,370   | 2                      | 146,156   | 2                     | 146,156   |
| 2546  | Information Systems Supervisor   | 3                 | 3                 | 3                     | 184,739   | 2                      | 141,136   | 2                     | 141,136   |
| 812   | Intergovmntl Program Coordinator | 2                 | 2                 | 2                     | 129,683   | 2                      | 136,412   | 2                     | 136,412   |
| 2205  | Junior Field Representative      | 4                 | 4                 | 4                     | 111,165   | 4                      | 116,872   | 4                     | 116,872   |
| 1210  | Laborer                          | 29                | 26                | 26                    | 798,564   | 26                     | 828,334   | 26                    | 828,334   |
| 1251  | Lead Parking Meter Technician    | 1                 | 1                 | 1                     | 40,319    | 1                      | 41,815    | 1                     | 41,815    |
| 314   | Lead Service Dispatcher          | 1                 | 1                 | 1                     | 36,164    | 1                      | 37,497    | 1                     | 37,497    |
| 2118  | Lighting & Signal Inspector      | 2                 | 2                 | 2                     | 99,556    | 2                      | 114,526   | 2                     | 114,526   |
| 1960  | Maintenance Director             | 1                 | 1                 | 1                     | 87,675    | 1                      | 90,924    | 1                     | 90,924    |
| 1208  | Maintenance Worker               | 2                 | 2                 | 2                     | 51,009    | 1                      | 21,044    | 1                     | 21,044    |
| 2540  | MIS Support Technician           | 1                 | 1                 | 1                     | 36,665    | 0                      | 0         | 0                     | 0         |
| 116   | Office Manager                   | 1                 | 1                 | 1                     | 30,568    | 0                      | 0         | 0                     | 0         |
| 1443  | Painter                          | 1                 | 1                 | 1                     | 40,445    | 1                      | 41,941    | 1                     | 41,941    |
| 2240  | Parking Enforcement Deputy       | 34                | 38                | 38                    | 1,255,836 | 37                     | 1,273,106 | 37                    | 1,273,106 |
| 1250  | Parking Meter Technician         | 3                 | 4                 | 4                     | 153,592   | 4                      | 159,296   | 4                     | 159,296   |
| 1608  | Paving Crew Leader               | 8                 | 8                 | 8                     | 332,240   | 8                      | 344,584   | 8                     | 344,584   |
| 3229  | Planner                          | 4                 | 4                 | 4                     | 172,452   | 4                      | 183,633   | 4                     | 183,633   |
| 3169  | Principal Engineer               | 6                 | 6                 | 4                     | 316,284   | 4                      | 328,316   | 4                     | 328,316   |
| 966   | Program Coordinator              | 4                 | 5                 | 5                     | 245,359   | 5                      | 255,687   | 5                     | 255,687   |
| 968   | Program Manager I                | 1                 | 1                 | 0                     | 0         | 1                      | 56,908    | 1                     | 56,908    |
| 970   | Program Manager II               | 4                 | 4                 | 4                     | 238,312   | 6                      | 369,377   | 6                     | 369,377   |
| 972   | Program Manager III              | 4                 | 3                 | 3                     | 237,468   | 5                      | 400,322   | 5                     | 400,322   |
| 964   | Program Specialist               | 8                 | 9                 | 8                     | 389,951   | 8                      | 408,589   | 8                     | 408,589   |
| 3152  | Public Works Constr/Inspect Supv | 1                 | 1                 | 1                     | 67,881    | 0                      | 0         | 0                     | 0         |
| 3150  | Public Works Inspector I         | 8                 | 8                 | 9                     | 421,674   | 9                      | 437,116   | 9                     | 437,116   |

| Class                            | Title                            | Actual<br>FY 1997 | Actual<br>FY 1998 | Revised<br>FY 1998-99 |                      | Approved<br>FY 1999-00 |                      | Adopted<br>FY 1999-00 |                      |
|----------------------------------|----------------------------------|-------------------|-------------------|-----------------------|----------------------|------------------------|----------------------|-----------------------|----------------------|
|                                  |                                  | No.               | No.               | No.                   | Amount               | No.                    | Amount               | No.                   | Amount               |
| 3151                             | Public Works Inspector II        | 7                 | 7                 | 7                     | 368,179              | 7                      | 381,766              | 7                     | 381,766              |
| 1952                             | Public Works Manager             | 5                 | 5                 | 5                     | 316,121              | 5                      | 327,813              | 5                     | 327,813              |
| 3359                             | Public Works Project Manager     | 16                | 15                | 15                    | 974,001              | 13                     | 888,847              | 13                    | 888,847              |
| 1950                             | Public Works Supervisor          | 21                | 20                | 20                    | 1,084,983            | 20                     | 1,121,448            | 20                    | 1,121,448            |
| 3217                             | Right-of-Way Agent               | 1                 | 1                 | 1                     | 61,241               | 2                      | 119,435              | 2                     | 119,435              |
| 3219                             | Right-of-Way Services Manager    | 1                 | 1                 | 1                     | 67,881               | 1                      | 70,384               | 1                     | 70,384               |
| 222                              | Secretarial Assistant            | 1                 | 1                 | 1                     | 32,656               | 1                      | 33,871               | 1                     | 33,871               |
| 221                              | Secretarial Clerk II             | 15                | 15                | 15                    | 464,565              | 11                     | 329,720              | 11                    | 329,720              |
| 515                              | Senior Accountant                | 2                 | 2                 | 2                     | 84,564               | 2                      | 87,696               | 2                     | 87,696               |
| 3166                             | Senior Engineer                  | 10                | 10                | 11                    | 724,516              | 10                     | 695,980              | 10                    | 695,980              |
| 3163                             | Senior Engineering Associate     | 24                | 25                | 25                    | 1,385,610            | 25                     | 1,467,653            | 25                    | 1,467,653            |
| 828                              | Senior Financial Analyst         | 1                 | 1                 | 1                     | 58,213               | 1                      | 60,365               | 1                     | 60,365               |
| 2552                             | Senior Information Systems Mgr   | 0                 | 0                 | 0                     | 0                    | 1                      | 75,581               | 1                     | 75,581               |
| 3231                             | Senior Planner                   | 5                 | 5                 | 5                     | 272,150              | 5                      | 295,010              | 5                     | 295,010              |
| 1956                             | Senior Public Works Manager      | 4                 | 4                 | 4                     | 316,624              | 4                      | 328,316              | 4                     | 328,316              |
| 848                              | Senior Risk Specialist           | 1                 | 1                 | 1                     | 58,213               | 1                      | 60,365               | 1                     | 60,365               |
| 1229                             | Senior Sewer Worker              | 9                 | 9                 | 9                     | 356,859              | 8                      | 345,173              | 8                     | 345,173              |
| 414                              | Senior Stores System Manager     | 1                 | 1                 | 1                     | 89,408               | 1                      | 60,365               | 1                     | 60,365               |
| 315                              | Service Dispatcher               | 3                 | 3                 | 3                     | 99,411               | 3                      | 103,059              | 3                     | 103,059              |
| 1230                             | Sewer Construction Crew Leader   | 8                 | 8                 | 8                     | 332,240              | 8                      | 344,584              | 8                     | 344,584              |
| 1325                             | Sewer Vacuum Operator            | 6                 | 6                 | 6                     | 226,506              | 6                      | 234,918              | 6                     | 234,918              |
| 2250                             | Sidewalk Inspector               | 4                 | 4                 | 4                     | 164,536              | 4                      | 170,616              | 4                     | 170,616              |
| 1224                             | Sign Maker                       | 1                 | 1                 | 1                     | 40,445               | 1                      | 41,941               | 1                     | 41,941               |
| 930                              | Sr Bureau Administrative Manager | 0                 | 0                 | 0                     | 0                    | 3                      | 233,913              | 3                     | 233,913              |
| 410                              | Storekeeper                      | 5                 | 5                 | 5                     | 178,420              | 5                      | 184,970              | 5                     | 184,970              |
| 411                              | Stores Supervisor I              | 2                 | 2                 | 2                     | 81,892               | 2                      | 84,930               | 2                     | 84,930               |
| 115                              | Supervising Clerk                | 3                 | 3                 | 3                     | 100,536              | 9                      | 307,198              | 9                     | 307,198              |
| 3167                             | Supervising Engineer             | 1                 | 0                 | 0                     | 0                    | 0                      | 0                    | 0                     | 0                    |
| 3120                             | Surveying Aide I                 | 2                 | 2                 | 2                     | 57,821               | 1                      | 33,264               | 1                     | 33,264               |
| 3121                             | Surveying Aide II                | 9                 | 9                 | 9                     | 302,931              | 9                      | 314,082              | 9                     | 314,082              |
| 3124                             | Surveying Supervisor             | 1                 | 1                 | 1                     | 64,477               | 1                      | 66,862               | 1                     | 66,862               |
| 3122                             | Surveyor I                       | 6                 | 6                 | 6                     | 276,826              | 5                      | 223,540              | 5                     | 223,540              |
| 3123                             | Surveyor II                      | 1                 | 1                 | 1                     | 46,187               | 1                      | 47,894               | 1                     | 47,894               |
| 3107                             | Technician I                     | 16                | 17                | 16                    | 561,167              | 15                     | 526,444              | 15                    | 526,444              |
| 3108                             | Technician II                    | 20                | 20                | 19                    | 850,614              | 23                     | 1,039,296            | 23                    | 1,039,296            |
| 3109                             | Technician III                   | 15                | 15                | 15                    | 814,346              | 11                     | 636,804              | 11                    | 636,804              |
| 912                              | Traffic Management Director      | 1                 | 1                 | 1                     | 87,675               | 1                      | 90,924               | 1                     | 90,924               |
| 1440                             | Traffic Sign Crew Leader         | 10                | 9                 | 9                     | 360,432              | 9                      | 364,035              | 9                     | 364,035              |
| 650                              | Training & Development Analyst   | 1                 | 1                 | 1                     | 52,492               | 1                      | 54,433               | 1                     | 54,433               |
| 914                              | Transportation Director          | 1                 | 1                 | 1                     | 94,718               | 1                      | 100,592              | 1                     | 100,592              |
| 1218                             | Utility Worker                   | 143               | 140               | 133                   | 4,537,209            | 130                    | 4,594,070            | 130                   | 4,594,070            |
| 1513                             | Welder                           | 1                 | 2                 | 2                     | 80,890               | 2                      | 83,882               | 2                     | 83,882               |
| 345                              | Word Processing Operator I       | 1                 | 1                 | 1                     | 33,512               | 0                      | 0                    | 0                     | 0                    |
| <b>TOTAL FULL-TIME POSITIONS</b> |                                  | <b>733</b>        | <b>730</b>        | <b>716</b>            | <b>\$ 30,719,881</b> | <b>711</b>             | <b>\$ 31,877,909</b> | <b>711</b>            | <b>\$ 31,877,909</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         |              |  |
|   | 99,638,802 | 18,000,000 | 117,638,802           | 711.0        | FY 1999-00 Current Service Level Estimate      |
| <b>CSL Estimate Adjustments</b>                 |            |            |                       |              | None   |
| <b>Mayor's Proposed Budget Decisions</b>        |            |            |                       |              |  |
|   | 0          | 204,000    | 204,000               | 0.0          | 2 OF 2 yr. decision for abandoned auto         |
|   | 0          | 212,000    | 212,000               | 0.0          | 2 OF 2 yr. decision for CBD sidewalk scrubbing |
|   | 0          | 300,000    | 300,000               | 0.0          | 2 OF 2 yr. decision for landscape maintenance  |
|   | 0          | 450,000    | 450,000               | 0.0          | CRC Street Lighting Capital                    |
|   | 38,519     | 3,158      | 41,677                | 0.0          | Backbone                                       |
|   | 16,787     | 0          | 16,787                | 0.0          | IT   |
|   | 0          | 135,570    | 135,570               | 0.0          | ESA  |
|   | 28,147     | 0          | 28,147                | 0.0          | DayCare Facility                               |
| <b>Approved Budget Additions and Reductions</b> |            |            |                       |              |  |
|   | (736,091)  | 0          | (736,091)             | 0.0          | Reduction in PDC support                       |
| <b>Adopted Budget Additions and Reductions</b>  |            |            |                       |              |  |
|   | 0          | 38,520     | 38,520                | 0.0          | I/A from BES for ESA                           |
|   | 0          | 630,000    | 630,000               | 0.0          | I/A from Water                                 |
|   | (652,638)  | 1,973,248  | 1,320,610             | 0.0          | Total FY 1999-00 Decision Packages             |
|   |            |            | <b>\$ 118,959,412</b> | <b>711.0</b> | Total Adopted Budget                           |
| <b>FY1999-00 Decision Packages Not Funded</b>   |            |            |                       |              | None   |
|   |            |            | <b>\$ 0</b>           | <b>0.0</b>   | Total Decision Packages Not Funded             |

## Bureau of Maintenance

### OVERVIEW

#### Organizational Description

The Bureau of Maintenance has nine budget programs: Street Preservation, Traffic Maintenance, Street Cleaning, Sidewalk Preservation, Structural Maintenance, Emergency Preparedness, Environmental Maintenance, Drainage and Roadside Maintenance, and Support and Administration.

### CHANGES FROM PRIOR YEAR

In FY 1999-00, as in previous years, PDOT faces a deficit in meeting current service levels (CSL). The combined effects of age, usage, increasing size, decreasing purchasing power, and declining revenues have resulted in repeated funding shortfalls. PDOT's budget reductions allow the office to reallocate limited resources to selected projects and programs. This budget deficit, with its related budget reductions and reallocations, has impacted the Bureau of Maintenance.

#### Reduction Packages

In FY 1999-00, PDOT is making \$1 million in operating cuts in the Bureau of Maintenance;

- ◆ Eliminate Emergency Response Overtime (\$379,000).
- ◆ Reduce Curb Ramp installations by one third (\$500,000).
- ◆ Reduce CBD Sidewalk Posting frequency (\$80,000).

#### Reallocations

PDOT's budget reductions allow the office to provide funding for projects and programs that were either reduced in prior years' budget reductions or were continued because they received one-time General Fund support. In FY 1999-00, the division will continue PDOT's stewardship of the community's assets by making a \$1.5 million commitment to the pavement maintenance program without requesting additional General Fund dollars.

#### Reorganization

PDOT has modified its organizational structure to more efficiently provide transportation services. This bureau's information technology staff have been moved out of the bureau and into the Office of the Director. PDOT is in the process of a comprehensive re-evaluation of its organizational structure.



## 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 all maintenance projects. The PMS helps identify the most cost effective maintenance technique for each street based on its pavement condition. These techniques range from sealing cracks and patching holes to base repair and asphalt overlay.

### TRAFFIC MAINTENANCE

This program supports the maintenance of signalized intersections, partially controlled intersections, legends placed on the street surface, painted lines, crosswalks, traffic control signs, parking control signs, parking meters and street name signs. In addition, the City owns street lights, a portion of which are maintained by the bureau.

### STREET CLEANING

The City of Portland mechanically cleans, on a regular basis, residential streets, arterial streets, the Central Business District, pedestrian subways, stairways, and bike paths. The Street Cleaning section also responds to emergencies and special events such as Clean Sweeps and Rose Festival activities.

### SIDEWALK PRESERVATION

The Sidewalk Preservation and Safety program oversees the maintenance of sidewalks, curbs, and corners. The City Charter assigns the responsibility for the maintenance of sidewalks to the owner of the abutting property; therefore, Transportation inspects the sidewalks and notifies the property owner of needed repairs. In the event timely repairs are not made by the property owner, the Bureau of Maintenance hires a private contractor to make the repairs and bills the property owner for the costs. Non-reimbursed activities include inspections, permits issuance, corner maintenance, and mall maintenance.

The Americans with Disabilities Act (ADA) contains provisions that significantly affect facilities within the public right-of-way. This budget continues the ongoing program to upgrade existing corners to ADA standards.

### STRUCTURAL MAINTENANCE

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



**EMERGENCY PREPAREDNESS**

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

**ENVIRONMENTAL MAINTENANCE**

The Bureau of Maintenance oversees the annual programs for cleaning and inspection of the sewer system, investigation of customer problems, and repair and reconstruction of damaged, broken, or deteriorated sewers. These programs were established in cooperation with the Bureau of Environmental Services, which funds the entire cost of the Environmental Systems division maintenance program through an interagency agreement.

**DRAINAGE & ROADSIDE MAINTENANCE**

The Bureau of Maintenance, in conjunction with the Bureau of Environmental Services (BES), is charged with maintaining the surface storm drainage system within the City of Portland. The Clean Water Act of 1987 established the City's responsibility for the quality of the outflow from the City's sewer and drainage systems. In order to comply with the regulations and guidelines set forth by a variety of federal, state, and local agencies, a comprehensive program to manage the storm water drainage system and roadside vegetation has been developed. This program is funded in part by an interagency agreement with BES.

**BUREAU OF MAINTENANCE SUPPORT & ADMINISTRATION**

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

## Bureau of Traffic Management

### OVERVIEW

#### Organizational Description

The Bureau of Traffic Management has eight budget programs: Operations, Project Support, Traffic Calming, Traffic Signals, Street Lighting, Parking Enforcement, Parking Management and Bicycle Program, and Support and Administration.

### CHANGES FROM PRIOR YEAR

In FY 1999-00, as in previous years, PDOT faces a deficit in meeting current service levels (CSL). The combined effects of age, usage, increasing size, decreasing purchasing power, and declining revenues have resulted in repeated funding shortfalls. PDOT's budget reductions allow the office to reallocate limited resources to selected projects and programs. This budget deficit and the related budget reductions and reallocations have impacted the Bureau of Traffic Management.

#### Reduction Packages

In FY 1999-00, PDOT is making \$0.4 million in operating and CIP cuts in the Bureau of Traffic Management:

- ◆ Reduce Traffic Operations services (\$100,000).
- ◆ Eliminate New Guardrail Installation (\$50,000).
- ◆ Eliminate spot safety and bike improvements (\$66,000).
- ◆ Eliminate GTR support for the Greeley Bikeway (\$160,000).

#### Reallocations

PDOT's budget reductions allow the office to provide funding for projects and programs that were either reduced in prior years' budget reductions or were continued because they received one-time General Fund support. In FY 1999-00, the division has decided to fund selected CIP projects including SE Flavel Street traffic calming for \$79,650, signal design for SW Garden Home and Multnomah for \$50,000, and traffic signal replacements for \$750,000.

#### Reorganization

PDOT has modified its organizational structure to more efficiently provide transportation services. This bureau's information technology staff have been moved out of the bureau and into the Office of the Director. PDOT is in the process of a comprehensive re-evaluation of its organizational structure.

# Overview of Programs

## OPERATIONS

Activities include traffic control through the use of traffic signs and pavement marking systems; land use development review; and traffic safety and capacity improvements through study of collected data.

## PROJECT SUPPORT

Activities include development and review of projects to improve traffic operation and safety and protect neighborhoods from traffic impacts.

## TRAFFIC CALMING

Activities include educational efforts related to traffic safety, speeding and excessive volumes on local and neighborhood collector streets; development of traffic plans; and construction of traffic management devices like speedbumps and traffic islands.

## TRAFFIC SIGNALS

Activities include operating and making capital improvements to the City's traffic signal system; planning and responding to natural disasters and other emergencies in conjunction with the Citywide effort; and participating in the regional traffic control effort of directing drivers to alternate routes to alleviate congestion and improve traffic safety.

## STREET LIGHTING

Activities include monitoring, reviewing and ordering modifications to the street lighting system, including new capital improvements; street lighting power and maintenance costs; and monitoring and participating in utility rate development, as needed. Historically funded with a series of tax serial levies, it is now funded primarily by the General Fund.

## PARKING ENFORCEMENT

Activities include clearing obstructions from intersections, crosswalks and sidewalks; removal of dangerous or abandoned vehicles; and issuing citations for parking violations.

## PARKING MANAGEMENT / BICYCLE PROGRAM

Activities include installation of parking meters, signs and special parking areas; developing policies affecting parking supply, demand and operation; encouraging alternatives to single-occupancy vehicles, such as carpools and changes to work hours; and modifying the operation of City-owned garages and curb parking. Other activities include planning bikeway improvements, end-of-trip facilities and events to attract more cyclists; and developing school curriculums to educate the public regarding modal choices and safety.

## BTM SUPPORT AND ADMINISTRATION

Key services include monitoring and addressing bureau operational needs, monitoring and managing resources including personnel and budget, and providing central secretarial support.

# Bureau of Transportation Engineering & Development

## OVERVIEW

### Organizational Description

The Bureau of Transportation Engineering and Development has four budget programs: Capital Improvement Division, Development Districts/Construction Services, Development Services, and Support and Administration.

## CHANGES FROM PRIOR YEAR

In FY 1999-00, as in previous years, PDOT faces a deficit in meeting current service levels (CSL). The combined effects of age, usage, increasing size, decreasing purchasing power, and declining revenues have resulted in repeated funding shortfalls. PDOT's budget reductions allow the office to reallocate limited resources to selected projects and programs. This budget deficit and its related reductions and reallocations have impacted the Bureau of Transportation Engineering & Development.

### Reduction Packages

In FY 1999-00, PDOT is making \$0.6 million in operating and CIP cuts in the Bureau of Transportation Engineering & Development:

- ◆ Eliminate LID Subsidies for one year (\$60,000).
- ◆ Eliminate LID Marketing for one year (\$35,446).
- ◆ Eliminate spot pedestrian improvements (\$33,000).
- ◆ Reduce GTR support for road rehabilitation by 50% (\$500,000).

### Reallocations

PDOT's budget reductions allow the office to provide funding for projects and programs that were either reduced in prior years' budget reductions or were continued because they received one-time General Fund support. In FY 1999-00, the division will fund selected CIP projects traffic safety/pedestrian improvements on SE 60th at Mt. Tabor Park for \$100,000.

### Additions

PDOT is initiating the practice of charging fees for its development reviews consistent with the cost recovery policy adopted for the Bureau of Planning. These fees are budgeted to provide \$250,000 in new revenues, freeing an equal amount of general transportation revenue (GTR) that previously supported the costs of reviews. PDOT will provide \$100,000 to provide partial funding for the LID program and the Brownfields Showcase Project.

### Reorganization

PDOT has modified its organizational structure to more efficiently provide transportation services. This bureau's information technology staff have been moved out of the bureau and into the Office of the Director. Work previously budgeted in arterial improvements, local improvements, development services, and engineering support have been reassigned to the new divisions within this bureau: Capital Improvement Division, Development Districts/Construction Services, Development Services, and Support and Administration. PDOT is in the process of a comprehensive re-evaluation of its organizational structure.

# Overview of Programs

## CAPITAL IMPROVEMENT DIVISON

The Capital Improvements Division supports economic development and neighborhood livability through the delivery of major capital projects. The division supports the Transportation Engineering Section, the Neighborhood Improvement program, and the Central City Streetcar/River District Special Project.

### Transportation Engineering Section

The Transportation Engineering section provides project development, planning, design, and construction management for most of the bureau's capital improvement projects. This section is funded through a variety of federal, State, and local resources, including transportation system development charges, and commercial and residential Local Improvement Districts.

### Neighborhood Improvement Program

This program is designed to meet the City of Portland's to house an anticipated 100,000 new residents in the next 20 years. This growth will put significant strain on the community to deliver essential city services. The opportunity exists to help achieve this goal through rehabilitation of low and moderate-income neighborhoods. These neighborhoods are comprised of 30% vacant R-5 lots and are capable of accommodating significant infill housing. The impediment to rehabilitation in most of these neighborhoods is the inability of residents to afford the needed improvements to inadequate streets and public infrastructure. The goal is to develop affordable infrastructure and housing hand-in-hand with increasing neighborhood livability, pride, and stability. The Neighborhood Improvement program combines the Local Improvement District (LID) process with affordable housing by leveraging public and private funds to increase overall affordability of infrastructure and housing.

### Significant Projects

#### The Central City Streetcar Project

This project will link existing and new urban residential communities to the downtown employment core area. This investment in transportation infrastructure will facilitate private investment in housing and mixed-use development in support of many of the City's goals, particularly those of the Livable City Project. Construction is fully funded and underway. Streetcar services will begin in FY 2000-01.

#### The River District Project

This project manages the remodel and reconstruction of the Lovejoy Ramp project, a major infrastructure project in the River District Development Plan. Final engineering, funded from regional transportation funds and a local match from the private sector, will be completed in FY 1999-00. Construction is fully funded and will be completed in FY 2000-01. Also, the bureau is an active participant in development of the River District, which has the potential to house 15,000 new residents. Implementation of the River District finance strategy and infrastructure investment strategy will continue over the next five to ten years.



## DEVELOPMENT DISTRICTS / CONSTRUCTION SERVICES

The Development Districts/Construction Services Division facilitates development in special districts by managing transportation investments, ensures the safety and serviceability of the City's bridges and structures, and provides survey and construction inspection services to the City's capital projects. This Division also provides survey and construction inspection services to the City's capital projects. The Development Districts/Construction Services Division is composed of four sections.

### **Survey**

This section provides surveying services for the bureau's street improvement programs and the Bureau of Environmental Services' sewer programs through service agreements

### **Structural/ Maintenance Engineering**

This section manages the inspection, structural design, and construction management of the City's bridges, tunnels, and retaining walls and stairways. Additionally, this section manages all seismic-related issues for structures in the public right-of-way. In compliance with federal law, detailed inspections of all City-owned bridges are conducted on a biennial cycle.

### **Construction Inspection**

This section provides quality assurance and inspection services for the bureau's street improvement programs.

### **Macadam/Lloyd Transit**

This section provides management and direction of overall transportation improvements in two special development districts: Oregon Convention Center/Lloyd District and North Macadam District. This section also provides management and support of transit projects within the City.

## DEVELOPMENT SERVICES

The Development Services Division facilitates public and private development of job opportunities which lead to job creation, housing construction, and enhanced neighborhood livability through oversight of private development activities which affect the transportation system, expansion and management of the pedestrian system, and regulation of private use of the street right-of-way. Development Services consolidates development support activities within the bureau and provides leadership for the Office of Transportation in responding to development initiatives. The program consists of four sections.

### **Street System Management**

This section is responsible for leading the Office of Transportation in development activities. This leadership is accomplished through coordinating transportation bureau responses to development proposals and facilitating the resolution of policy matters. This section manages private activity in the City's street system through the issuance of over 10,000 street use and construction permits each year. The section also provides assistance to all transportation bureaus in addressing environmental and hazardous materials concerns.

### **Permit Engineering**

This section supports development by managing the street improvement process for subdivisions and commercial/industrial expansion. These improvement projects are privately financed and constructed under City permit through internal service agreements. Both design and construction inspection services are provided to ensure the long-term ability to maintain the improvements.

**Pedestrian Program** This section is a comprehensive approach to addressing pedestrian needs Citywide. The program is responsible for developing the pedestrian element of the transportation system plan, providing outreach and education on pedestrian issues, working with the disabled community to make streets and public ways accessible, and planning and managing capital pedestrian improvement projects.

**Right-of-Way Acquisition** This section is a centralized service provider with the specialized resources necessary to acquire public right-of-way, easements, and property needed for public infrastructure by the Office of Transportation, the Bureau of Water Works, and the Bureau of Environmental Services. This section also manages the street vacation process and negotiates and manages subsurface and air-rights leases of public right-of-way.

## **BTE&D SUPPORT AND ADMINISTRATION**

This program provides bureau management and administration, and specialized staff support to program managers on personnel, budget, and policy matters. In addition, the program manages the administration of transportation system development charges.

## Office of Transportation Director

### OVERVIEW

The Office of the Director has four budget programs: Transportation Planning, Information Technology Services, Resources, and Office of the Director.

### CHANGES FROM PRIOR YEAR

In FY 1999-00, as in previous years, PDOT faces a deficit in meeting current service levels (CSL). The combined effects of age, usage, increasing size, decreasing purchasing power, and declining revenues have resulted in repeated funding shortfalls. This deficit has impacted the Office of the Director.

#### Reductions

##### Savings Plan

PDOT is reducing the savings rate for its General Transportation revenue savings plan, resulting in a one-time cash infusion of \$1 million.

##### Carryover

The office is targeting a carryover reduction, primarily for CIP, of \$0.8 million in the current year. This results in one-time resources being made available.

##### Reduction Packages

In FY 1999-00, PDOT is making \$.2 million in cuts:

- ◆ Eliminate GTR support for the Regional Rail Program (\$105,000).
- ◆ Eliminate S/N Light Rail FEIS (\$50,000).

#### Reorganization

PDOT has modified its organizational structure to more efficiently provide transportation services. Technology management, analysis and support services have been centralized within the Office of the Director to form the Information Technology Services Division. PDOT is in the process of a comprehensive re-evaluation of its organizational structure.



# Overview of Programs

## TRANSPORTATION PLANNING

This program provides transportation planning services including coordination of the Transportation System Plan (TSP), development of major regional transportation planning projects, regional transit efforts, and transportation and growth management studies. This program also provides transportation modeling and modal split analysis and forecasting.

## INFORMATION TECHNOLOGY SERVICES

This program provides information technology management, and analysis and support services for the entire Office of Transportation. Services include network administration, workstation support, systems analysis, software development, data base design and administration, and related technology training. This program coordinates the Infrastructure Management System (IMS), an office-wide project which automates and integrates transportation facility information, and Transportation's Geographic Information System (GIS).

## RESOURCES

This program provides financial and administrative services for the entire Office of Transportation. Services include coordination of the city's involvement in the regional transportation financing process; analysis and response for urban issues and State and federal legislative issues, and overall management of the Office's capital improvement program. This program also performs financial planning and revenue forecasting; budget development; grants and cost accounting; and processing payroll and accounts payable.

## OFFICE OF THE DIRECTOR

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.

# Transportation Operating Fund – 112

## FUND SUMMARY

|   | Actual<br>FY 1996–97 | Actual<br>FY 1997–98 | Revised<br>FY 1998–99 | Yr End Est.<br>FY 1998–99 | Approved<br>FY 1999–00 | Adopted<br>FY 1999–00 |
|---|----------------------|----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| <b>RESOURCES</b>                        |                      |                      |                       |                           |                        |                       |
| <b>External Revenues</b>                |                      |                      |                       |                           |                        |                       |
| <b>Property Taxes</b>                   |                      |                      |                       |                           |                        |                       |
| Prior Year Property Taxes               | 5,155                | 1,441                | 0                     | 1,000                     | 0                      | 0                     |
|   | 5,155                | 1,441                | 0                     | 1,000                     | 0                      | 0                     |
| <b>Licenses and Permits</b>             |                      |                      |                       |                           |                        |                       |
| Construction Permits                    | 1,154,135            | 961,966              | 985,914               | 1,022,801                 | 989,706                | 989,706               |
| Other Permits                           | 37,484               | 27,788               | 36,887                | 0                         | 48,115                 | 48,115                |
|   | 1,191,619            | 989,754              | 1,022,801             | 1,022,801                 | 1,037,821              | 1,037,821             |
| <b>Service Charges and Fees</b>         |                      |                      |                       |                           |                        |                       |
| Inspection Fees                         | 180,494              | 218,455              | 217,524               | 0                         | 218,954                | 218,954               |
| Miscellaneous                           | 43,171               | 85,531               | 149,651               | 0                         | 445,055                | 445,055               |
| Parking Fees                            | 8,217,169            | 8,805,976            | 8,960,000             | 0                         | 9,814,000              | 9,814,000             |
| Public Works/Utility Charge             | 867,525              | 1,708,809            | 2,452,188             | 12,323,363                | 3,074,082              | 3,074,082             |
|   | 9,308,359            | 10,818,771           | 11,779,363            | 12,323,363                | 13,552,091             | 13,552,091            |
| <b>State Sources</b>                    |                      |                      |                       |                           |                        |                       |
| State Cost Sharing                      | 181,093              | 163,671              | 184,700               | 0                         | 159,700                | 159,700               |
| State Shared Revenue                    | 21,978,804           | 21,868,015           | 22,714,361            | 22,609,405                | 22,840,926             | 22,840,926            |
|   | 22,159,897           | 22,031,686           | 22,899,061            | 22,609,405                | 23,000,626             | 23,000,626            |
| <b>Local Sources</b>                    |                      |                      |                       |                           |                        |                       |
| Local Cost Sharing                      | 117,807              | 4,256,718            | 5,088,244             | 0                         | 6,109,224              | 6,109,224             |
| Multnomah County Cost Sharing           | 18,049,851           | 18,956,750           | 19,913,092            | 21,426,710                | 20,138,463             | 20,138,463            |
|   | 18,167,658           | 23,213,468           | 25,001,336            | 21,426,710                | 26,247,687             | 26,247,687            |
| <b>Miscellaneous Revenues</b>           |                      |                      |                       |                           |                        |                       |
| Bond and Note Sales                     | 0                    | 189,177              | 0                     | 0                         | 0                      | 0                     |
| Collection of Assessment                | 378,171              | 704,640              | 550,000               | 0                         | 550,000                | 550,000               |
| Interest Earned                         | 449,814              | 638,212              | 500,000               | 0                         | 500,000                | 500,000               |
| Other Miscellaneous                     | 500,263              | 203,370              | 99,441                | 1,663,000                 | 969,087                | 969,087               |
| Private Grants/Donations                | 41,726               | 553,425              | 185,789               | 0                         | 45,776                 | 45,776                |
| Refunds                                 | 66,084               | 32,435               | 5,000                 | 0                         | 5,000                  | 5,000                 |
| Sale of Capital Assets                  | 10,200               | 10,200               | 0                     | 0                         | 0                      | 0                     |
| Sales Miscellaneous                     | 267,184              | 247,202              | 310,000               | 0                         | 225,000                | 225,000               |
|   | 1,713,442            | 2,578,661            | 1,650,230             | 1,663,000                 | 2,294,863              | 2,294,863             |
| <b>Total External Revenues</b>          | <b>52,546,130</b>    | <b>59,633,781</b>    | <b>62,352,791</b>     | <b>59,046,279</b>         | <b>66,133,088</b>      | <b>66,133,088</b>     |
| <b>Internal Revenues</b>                |                      |                      |                       |                           |                        |                       |
| <b>Other Cash Transfers</b>             |                      |                      |                       |                           |                        |                       |
| Auto Port Fund                          | 1,406,917            | 1,520,329            | 0                     | 0                         | 0                      | 0                     |
| Facilities Services Fund                | 0                    | 0                    | 347,000               | 347,000                   | 0                      | 0                     |
| General Fund                            | 6,787,892            | 5,965,095            | 9,707,113             | 9,707,113                 | 6,721,027              | 6,721,027             |
| Housing & Community Development         | 49,812               | 34,651               | 35,519                | 35,519                    | 32,396                 | 32,396                |
| Parking Facilities Fund                 | 0                    | 1,000,000            | 7,188,972             | 7,188,972                 | 19,256,115             | 19,256,115            |
| Arena/Coliseum Operating Fund           | 0                    | 0                    | 266,287               | 266,287                   | 200,000                | 200,000               |
| Capital Improvement Fund                | 0                    | 3,000,000            | 197,500               | 197,500                   | 0                      | 0                     |
| Transportation Reserve                  | 0                    | 2,925,228            | 0                     | 0                         | 0                      | 0                     |
|   | 8,244,621            | 14,445,303           | 17,742,391            | 17,742,391                | 26,209,538             | 26,209,538            |
| <b>Federal Grants Transfers</b>         | <b>3,987,982</b>     | <b>4,265,074</b>     | <b>6,996,245</b>      | <b>2,435,903</b>          | <b>2,368,047</b>       | <b>2,368,047</b>      |
| <b>Interfund Service Reimbursements</b> |                      |                      |                       |                           |                        |                       |
| Auto Port Operating Fund                | 0                    | 184,111              | 0                     | 0                         | 0                      | 0                     |
| Buildings                               | 741                  | 35,615               | 235,907               | 235,907                   | 260,258                | 260,258               |
| Environmental Remediation               | 0                    | 1,202                | 0                     | 0                         | 0                      | 0                     |
| Environmental Services                  | 13,122,575           | 11,459,808           | 11,583,389            | 11,583,389                | 12,161,246             | 12,199,766            |
| Facilities Services Fund                | 8,349                | 1,735                | 0                     | 214                       | 0                      | 0                     |
| Finance & Administration                | 55,165               | 17,608               | 177,054               | 0                         | 107,913                | 107,913               |
| Fire Bureau                             | 875                  | 4,500                | 0                     | 0                         | 0                      | 0                     |
| Fleet Management                        | 5,504                | 0                    | 5,000                 | 5,000                     | 5,000                  | 5,000                 |
| Housing & Community Development         | 20,905               | 33,820               | 40,776                | 40,776                    | 40,443                 | 40,443                |
| LID Construction Fund                   | 1,813,951            | 1,528,273            | 2,911,504             | 1,349,777                 | 7,612,410              | 7,612,410             |
| Parks Bureau                            | 273,783              | 105,777              | 40,000                | 257,054                   | 40,000                 | 40,000                |
| Parks Capital Improvement Fund          | 74,486               | 62,124               | 0                     | 0                         | 0                      | 0                     |

# Transportation Operating Fund – 112

## FUND SUMMARY

|                                 | Actual<br>FY 1996–97 | Actual<br>FY 1997–98  | Revised<br>FY 1998–99 | Yr End Est.<br>FY 1998–99 | Approved<br>FY 1999–00 | Adopted<br>FY 1999–00 |
|---------------------------------|----------------------|-----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| Planning                        | 232,140              | 116,562               | 40,000                | 0                         | 100,000                | 100,000               |
| Police Bureau                   | 50,982               | 0                     | 0                     | 0                         | 0                      | 0                     |
| Portland International Raceway  | 771                  | 0                     | 2,000                 | 2,000                     | 2,000                  | 2,000                 |
| Portland Parks Trust            | 99                   | 0                     | 0                     | 0                         | 0                      | 0                     |
| Refuse Disposal Fund            | 0                    | 0                     | 0                     | 1,223                     | 0                      | 0                     |
| Water Bureau                    | 1,153,869            | 1,311,361             | 1,147,757             | 1,072,881                 | 1,253,800              | 1,253,800             |
|                                 | 16,814,195           | 14,862,496            | 16,183,387            | 14,548,221                | 21,583,070             | 21,621,590            |
| <b>Equipment Cash Transfers</b> |                      |                       |                       |                           |                        |                       |
| Environmental Services          | 286,003              | 80,565                | 0                     | 0                         | 0                      | 0                     |
|                                 | 286,003              | 80,565                | 0                     | 0                         | 0                      | 0                     |
| <b>Total Internal Revenues</b>  | 29,332,801           | 33,653,438            | 40,922,023            | 34,726,515                | 50,160,655             | 50,199,175            |
| <b>Beginning Fund Balance</b>   | 13,603,038           | 10,081,983            | 20,386,393            | 15,389,378                | 17,942,946             | 17,942,946            |
| <b>TOTAL RESOURCES</b>          | <b>\$ 95,481,969</b> | <b>\$ 103,369,202</b> | <b>\$ 123,661,207</b> | <b>\$ 109,162,172</b>     | <b>\$ 134,236,689</b>  | <b>\$ 134,275,209</b> |

### REQUIREMENTS

#### Bureau Expenses

|                                       |            |            |            |            |            |            |
|---------------------------------------|------------|------------|------------|------------|------------|------------|
| <b>Personal Services</b>              | 43,288,154 | 43,326,331 | 47,480,049 | 46,530,448 | 47,835,964 | 47,874,484 |
| <b>External Materials and Service</b> | 19,956,205 | 21,569,260 | 25,823,447 | 18,081,881 | 22,574,034 | 22,574,034 |
| Communications Services               | 891,284    | 835,116    | 893,924    | 0          | 892,812    | 892,812    |
| Data Processing Services              | 130,130    | 127,877    | 232,438    | 0          | 250,963    | 288,418    |
| Facilities Services                   | 1,308,130  | 1,343,086  | 1,253,251  | 0          | 1,917,825  | 1,880,370  |
| Fleet Services                        | 7,239,861  | 6,731,715  | 6,488,493  | 12,518,187 | 6,468,488  | 6,468,488  |
| Insurance                             | 1,563,312  | 1,262,492  | 1,364,042  | 0          | 1,567,262  | 1,567,262  |
| Printing & Distribution               | 391,606    | 389,385    | 434,684    | 0          | 452,428    | 452,428    |
| City Attorney                         | 0          | 73,745     | 75,000     | 0          | 79,000     | 79,000     |
| Auto Port Operating                   | 43,587     | 44,031     | 0          | 0          | 0          | 0          |
| Buildings                             | 4,641      | 3,403      | 7,500      | 0          | 7,500      | 7,500      |
| Energy Office                         | 44,338     | 54,700     | 17,254     | 0          | 16,133     | 16,133     |
| Environmental Services                | 544,251    | 386,431    | 358,450    | 0          | 640,620    | 640,620    |
| Finance & Administration              | 63,282     | 39,110     | 333,690    | 0          | 516,295    | 516,295    |
| Government Relations                  | 0          | 11,333     | 13,990     | 0          | 13,990     | 13,990     |
| LID Construction Fund                 | 101,650    | 90,412     | 60,000     | 0          | 0          | 0          |
| Parking Facilities                    | 21,816     | 28,761     | 77,710     | 0          | 77,860     | 77,860     |
| Parks Bureau                          | 1,027,089  | 1,259,867  | 940,379    | 0          | 871,792    | 871,792    |
| Planning                              | 135,273    | 350,425    | 20,028     | 0          | 13,000     | 13,000     |
| Police Bureau                         | 9,912      | 46,263     | 9,600      | 0          | 9,600      | 9,600      |
| Water Bureau                          | 75,768     | 145,212    | 64,200     | 0          | 107,300    | 737,300    |
|                                       | 13,595,930 | 13,223,364 | 12,644,633 | 12,518,187 | 13,902,868 | 14,532,868 |

#### Capital Outlay

#### Equipment Cash Transfers

|                         |         |         |        |        |   |   |
|-------------------------|---------|---------|--------|--------|---|---|
| Communications Services | 5,646   | 0       | 40,292 | 40,292 | 0 | 0 |
| Fleet Operating         | 252,022 | 124,644 | 0      | 0      | 0 | 0 |
| Printing & Distribution | 14,000  | 0       | 0      | 0      | 0 | 0 |
|                         | 271,668 | 124,644 | 40,292 | 40,292 | 0 | 0 |

#### Minor Equipment Transfers

|                         |   |        |   |   |   |   |
|-------------------------|---|--------|---|---|---|---|
| Communications Services | 0 | 13,430 | 0 | 0 | 0 | 0 |
|                         | 0 | 13,430 | 0 | 0 | 0 | 0 |

#### Total Bureau Expenses

|  |            |            |             |            |             |             |
|--|------------|------------|-------------|------------|-------------|-------------|
|  | 82,476,461 | 84,894,945 | 110,287,797 | 87,675,278 | 118,290,892 | 118,959,412 |
|--|------------|------------|-------------|------------|-------------|-------------|

#### Fund Requirements

#### General Operating Contingency

|                               |   |   |           |   |            |            |
|-------------------------------|---|---|-----------|---|------------|------------|
| General Operating Contingency | 0 | 0 | 8,612,804 | 0 | 8,239,923  | 7,530,458  |
| Prior Years Encumbered        | 0 | 0 | 169,319   | 0 | 3,000,000  | 3,000,000  |
| Compensation Adjustment       | 0 | 0 | 1,130,440 | 0 | 1,100,000  | 1,100,000  |
|                               | 0 | 0 | 9,912,563 | 0 | 12,339,923 | 11,630,458 |

#### General Fund Overhead

|  |           |           |           |           |           |           |
|--|-----------|-----------|-----------|-----------|-----------|-----------|
|  | 2,416,086 | 2,438,193 | 2,768,416 | 2,951,517 | 2,969,480 | 3,048,945 |
|--|-----------|-----------|-----------|-----------|-----------|-----------|

#### Fund Cash Transfers

|                                |         |         |         |         |         |         |
|--------------------------------|---------|---------|---------|---------|---------|---------|
| Buildings Fund                 | 0       | 10,000  | 0       | 0       | 0       | 0       |
| Improvement Bond Int & Sinking | 240,866 | 601,437 | 562,182 | 562,182 | 522,329 | 522,329 |

|                                      | Actual<br>FY 1996-97 | Actual<br>FY 1997-98  | Revised<br>FY 1998-99 | Yr End Est.<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|--------------------------------------|----------------------|-----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| Intermediate Debt Fund               | 234,368              | 11,405                | 11,340                | 11,340                    | 0                      | 0                     |
| LID Construction Fund                | 32,205               | 23,816                | 18,909                | 18,909                    | 14,065                 | 14,065                |
|                                      | 507,439              | 646,658               | 592,431               | 592,431                   | 536,394                | 536,394               |
| <b>Inventory Increases</b>           | 0                    | 0                     | 100,000               | 0                         | 100,000                | 100,000               |
| <b>Unappropriated Ending Balance</b> |                      |                       |                       |                           |                        |                       |
| Unappropriated Ending Balance        | 10,081,983           | 15,389,406            | 0                     | 17,942,946                | 0                      | 0                     |
|                                      | 10,081,983           | 15,389,406            | 0                     | 17,942,946                | 0                      | 0                     |
| <b>Total Fund Requirements</b>       | 13,005,508           | 18,474,257            | 13,373,410            | 21,486,894                | 15,945,797             | 15,315,797            |
| <b>TOTAL REQUIREMENTS</b>            | <b>\$ 95,481,969</b> | <b>\$ 103,369,202</b> | <b>\$ 123,661,207</b> | <b>\$ 109,162,172</b>     | <b>\$ 134,236,689</b>  | <b>\$ 134,275,209</b> |

## FUND OVERVIEW

The Transportation Operating Fund accounts for all revenues and expenditures that are related to the operation, maintenance, and acquisition of capital assets for the Office of Transportation.

### Revenues

All revenues except interest earned on cash balances in the Reserve Fund are received into this fund. Major external revenues are gas taxes, parking fees (meter and citation), intergovernmental revenues received via agreements with State and local governments, and cost recovery revenues (service charges, licenses, and permits.) Internal revenues are from interfund cash transfers and interfund service reimbursements.

## CHANGES FROM PRIOR YEAR

The Adopted Budget for the FY 1999-00 Transportation Operating Fund is \$134,236,689. This budget includes two significant changes: General Fund support and the Central City Streetcar.

### General Fund Support

#### One-Time

One-time General Fund support decreased to \$716,000 in FY 1999-00 from \$3.8 million in FY 1998-99. \$450,000 support from the General Fund capital set aside pays for street lighting capital in FY 1999-00.

#### Ongoing

The General Fund provides \$5.6 million ongoing support for street lighting operations and half of downtown street cleaning.

### Central City Streetcar

Budgeted capital expenditures for the Central City Streetcar for FY 1999-00 are \$24.8 million. The entire construction project is budgeted to cost \$52 million. A Parking Revenue Bond issued in FY 1998-99 will provide \$28.6 million in support.

# Transportation Reserve Fund – 208

## FUND SUMMARY

|                                      | Actual<br>FY 1996–97 | Actual<br>FY 1997–98 | Revised<br>FY 1998–99 | Yr End Est.<br>FY 1998–99 | Approved<br>FY 1999–00 | Adopted<br>FY 1999–00 |
|--------------------------------------|----------------------|----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| <b>RESOURCES</b>                     |                      |                      |                       |                           |                        |                       |
| <b>External Revenues</b>             |                      |                      |                       |                           |                        |                       |
| <b>Miscellaneous Revenues</b>        |                      |                      |                       |                           |                        |                       |
| Interest Earned                      | 186,552              | 50,144               | 48,000                | 25,000                    | 27,000                 | 27,000                |
|                                      | 186,552              | 50,144               | 48,000                | 25,000                    | 27,000                 | 27,000                |
| <b>Total External Revenues</b>       | 186,552              | 50,144               | 48,000                | 25,000                    | 27,000                 | 27,000                |
| <b>Internal Revenues</b>             |                      |                      |                       |                           |                        |                       |
| Beginning Fund Balance               | 3,229,621            | 3,416,173            | 537,887               | 541,089                   | 541,089                | 541,089               |
| <b>TOTAL RESOURCES</b>               | <b>\$ 3,416,173</b>  | <b>\$ 3,466,317</b>  | <b>\$ 585,887</b>     | <b>\$ 566,089</b>         | <b>\$ 568,089</b>      | <b>\$ 568,089</b>     |
| <b>REQUIREMENTS</b>                  |                      |                      |                       |                           |                        |                       |
| <b>Bureau Expenses</b>               |                      |                      |                       |                           |                        |                       |
| <b>Fund Requirements</b>             |                      |                      |                       |                           |                        |                       |
| <b>General Operating Contingency</b> |                      |                      |                       |                           |                        |                       |
| General Operating Contingency        | 0                    | 0                    | 585,887               | 0                         | 568,089                | 568,089               |
|                                      | 0                    | 0                    | 585,887               | 0                         | 568,089                | 568,089               |
| <b>Fund Cash Transfers</b>           |                      |                      |                       |                           |                        |                       |
| Transportation Operating             | 0                    | 2,925,228            | 0                     | 0                         | 0                      | 0                     |
|                                      | 0                    | 2,925,228            | 0                     | 0                         | 0                      | 0                     |
| <b>Unappropriated Ending Balance</b> |                      |                      |                       |                           |                        |                       |
| Unappropriated Ending Balance        | 3,416,173            | 541,089              | 0                     | 566,089                   | 0                      | 0                     |
|                                      | 3,416,173            | 541,089              | 0                     | 566,089                   | 0                      | 0                     |
| <b>Total Fund Requirements</b>       | 3,416,173            | 3,466,317            | 585,887               | 566,089                   | 568,089                | 568,089               |
| <b>TOTAL REQUIREMENTS</b>            | <b>\$ 3,416,173</b>  | <b>\$ 3,466,317</b>  | <b>\$ 585,887</b>     | <b>\$ 566,089</b>         | <b>\$ 568,089</b>      | <b>\$ 568,089</b>     |

## FUND OVERVIEW

### History

The Transportation Reserve Fund was created in FY 1992-93. It was established in accordance with the Transportation Reserve Policy developed in FY 1991-92. This policy established a reserve fund with counter-cyclical and emergency reserves.

### Counter-Cyclical Reserve

The counter-cyclical reserve is available to maintain current service level programs or to buffer the impact of major revenue interruptions, such as those caused by an economic recession. Its funding level is equal to five percent of transportation's discretionary revenues.

### Emergency Reserve

The emergency reserve is available to fund major, one-time unexpected requirements, such as those related to a structural failure or road emergency associated with a natural disaster or event. It will be accessed only when the result of the emergency expenditures would likely result in a negative ending fund balance for the Transportation Operating Fund. Its funding level is equal to five percent of transportation's discretionary Adopted Budget appropriations, excluding the operating reserve held as contingency.

### Transfers

No transfers are anticipated in FY 1999-00.

# Gas Tax Bond Redemption Fund – 303

## FUND SUMMARY

|                                       | Actual<br>FY 1996–97 | Actual<br>FY 1997–98 | Revised<br>FY 1998–99 | Yr End Est.<br>FY 1998–99 | Approved<br>FY 1999–00 | Adopted<br>FY 1999–00 |
|---------------------------------------|----------------------|----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| <b>RESOURCES</b>                      |                      |                      |                       |                           |                        |                       |
| <b>External Revenues</b>              |                      |                      |                       |                           |                        |                       |
| <b>Miscellaneous Revenues</b>         |                      |                      |                       |                           |                        |                       |
| Bond and Note Sales                   | 0                    | 3,070,000            | 0                     | 0                         | 0                      | 0                     |
| Interest Earned                       | 1,100                | 950                  | 0                     | 0                         | 0                      | 0                     |
|                                       | 1,100                | 3,070,950            | 0                     | 0                         | 0                      | 0                     |
| <b>Total External Revenues</b>        | 1,100                | 3,070,950            | 0                     | 0                         | 0                      | 0                     |
| <b>Internal Revenues</b>              |                      |                      |                       |                           |                        |                       |
| <b>Other Cash Transfers</b>           |                      |                      |                       |                           |                        |                       |
| Arena/Coliseum Operating Fund         | 0                    | 0                    | 264,402               | 264,402                   | 264,558                | 264,558               |
| Transportation Operating Fund         | 240,866              | 601,437              | 562,182               | 562,182                   | 522,329                | 522,329               |
|                                       | 240,866              | 601,437              | 826,584               | 826,584                   | 786,887                | 786,887               |
| <b>Total Internal Revenues</b>        | 240,866              | 601,437              | 826,584               | 826,584                   | 786,887                | 786,887               |
| <b>Beginning Fund Balance</b>         | 0                    | 1,101                | 0                     | 0                         | 0                      | 0                     |
| <b>TOTAL RESOURCES</b>                | <b>\$ 241,966</b>    | <b>\$ 3,673,488</b>  | <b>\$ 826,584</b>     | <b>\$ 826,584</b>         | <b>\$ 786,887</b>      | <b>\$ 786,887</b>     |
| <b>REQUIREMENTS</b>                   |                      |                      |                       |                           |                        |                       |
| <b>Bureau Expenses</b>                |                      |                      |                       |                           |                        |                       |
| <b>External Materials and Service</b> |                      |                      |                       |                           |                        |                       |
|                                       | 0                    | 26,223               | 0                     | 0                         | 0                      | 0                     |
| <b>Total Bureau Expenses</b>          | 0                    | 26,223               | 0                     | 0                         | 0                      | 0                     |
| <b>Fund Requirements</b>              |                      |                      |                       |                           |                        |                       |
| <b>Debt Retirement</b>                |                      |                      |                       |                           |                        |                       |
|                                       | 240,865              | 3,649,108            | 826,584               | 826,584                   | 786,887                | 786,887               |
| <b>Unappropriated Ending Balance</b>  |                      |                      |                       |                           |                        |                       |
| Unappropriated Ending Balance         | 1,101                | (1,843)              | 0                     | 0                         | 0                      | 0                     |
|                                       | 1,101                | (1,843)              | 0                     | 0                         | 0                      | 0                     |
| <b>Total Fund Requirements</b>        | 241,966              | 3,647,265            | 826,584               | 826,584                   | 786,887                | 786,887               |
| <b>TOTAL REQUIREMENTS</b>             | <b>\$ 241,966</b>    | <b>\$ 3,673,488</b>  | <b>\$ 826,584</b>     | <b>\$ 826,584</b>         | <b>\$ 786,887</b>      | <b>\$ 786,887</b>     |

## FUND OVERVIEW

This fund is used to achieve a proper matching of revenues and expenditures related to the debt financing of PDOT's recycling site acquisition, 15th/16th Street project improvements, and Arena Project improvements. Debt service is paid from gas tax revenues with a contribution by the Arena Operating Fund. Gas tax revenues consist of the City's share of the State and Multnomah County collections which are distributed to the City under contract.

# Gas Tax Bond Redemption Fund – 308

## DEBT REDEMPTION SCHEDULE

| Bond Description                                   | Amount<br>Issued | Fiscal Year | Principal    | Coupon  | Interest     | Total P+I     |
|--|------------------|-------------|--------------|---------|--------------|---------------|
| Series A<br>Gas Tax Revenue<br>09/01/96<br>Due 6/1 | 6,580,000        | 1999/00     | 225,000      | 4.65%   | 325,460      | 550,460       |
|  |                  | 2000/01     | 235,000      | 4.75%   | 314,998      | 549,998       |
|  |                  | 2001/02     | 250,000      | 4.85%   | 303,835      | 553,835       |
|  |                  | 2002/03     | 260,000      | 4.95%   | 291,710      | 551,710       |
|  |                  | 2003/04     | 275,000      | 5.05%   | 278,840      | 553,840       |
|  |                  | 2004/05     | 290,000      | 5.15%   | 264,953      | 554,953       |
|  |                  | 2005/06     | 305,000      | 5.25%   | 250,018      | 555,018       |
|  |                  | 2006/07     | 320,000      | 5.35%   | 234,005      | 554,005       |
|  |                  | 2007/08     | 335,000      | 5.45%   | 216,885      | 551,885       |
|  |                  | 2008/09     | 355,000      | 5.50%   | 198,628      | 553,628       |
|  |                  | 2009/10     | 375,000      | 5.65%   | 178,925      | 553,925       |
|  |                  | 2010/11     | 395,000      | 5.70%   | 157,738      | 552,738       |
|  |                  | 2011/12     | 415,000      | 5.75%   | 135,223      | 550,223       |
|  |                  | 2012/13     | 440,000      | 5.80%   | 111,360      | 551,360       |
|  |                  | 2013/14     | 465,000      | 5.80%   | 85,840       | 550,840       |
|  |                  | 2014/15     | 495,000      | 5.80%   | 58,870       | 553,870       |
|  |                  | 2015/16     | 520,000      | 5.80%   | 30,160       | 550,160       |
|  |                  |             | TOTAL        |         | 5,955,000    |               |
| Series A<br>Gas Tax Revenue<br>06/01/98<br>Due 6/1 | 3,070,000        | 1999/00     | 100,000      | 3.90%   | 136,425      | 236,425       |
|  |                  | 2000/01     | 110,000      | 4.00%   | 132,525      | 242,525       |
|  |                  | 2001/02     | 110,000      | 4.00%   | 128,125      | 238,125       |
|  |                  | 2002/03     | 120,000      | 4.10%   | 123,725      | 243,725       |
|  |                  | 2003/04     | 120,000      | 4.20%   | 118,805      | 238,805       |
|  |                  | 2004/05     | 130,000      | 4.30%   | 113,765      | 243,765       |
|  |                  | 2005/06     | 130,000      | 4.30%   | 108,175      | 238,175       |
|  |                  | 2006/07     | 140,000      | 4.40%   | 102,585      | 242,585       |
|  |                  | 2007/08     | 140,000      | 4.40%   | 96,425       | 236,425       |
|  |                  | 2008/09     | 150,000      | 4.50%   | 90,265       | 240,265       |
|  |                  | 2009/10     | 160,000      | 4.60%   | 83,515       | 243,515       |
|  |                  | 2010/11     | 160,000      | 4.70%   | 76,155       | 236,155       |
|  |                  | 2011/12     | 170,000      | 4.75%   | 68,635       | 238,635       |
|  |                  | 2012/13     | 180,000      | 4.80%   | 60,560       | 240,560       |
|  |                  | 2013/14     | 190,000      | 4.80%   | 51,920       | 241,920       |
|  |                  | 2014/15     | 200,000      | 4.90%   | 42,800       | 242,800       |
|  |                  | 2015/16     | 200,000      | 5.00%   | 33,000       | 233,000       |
|  |                  | 2016/17     | 220,000      | 5.00%   | 23,000       | 243,000       |
| 2017/18  | 240,000          | 5.00%       | 12,000       | 252,000 |              |               |
|  | TOTAL            |             | 2,970,000    |         | 1,602,405    | 9,942,580     |
| COMBINED DEBT SERVICE                              | 9,650,000        | 1999/00     | 325,000      |         | 461,885      | 786,885       |
|  |                  | 2000/01     | 345,000      |         | 447,523      | 792,523       |
|  |                  | 2001/02     | 360,000      |         | 431,960      | 791,960       |
|  |                  | 2002/03     | 380,000      |         | 415,435      | 795,435       |
|  |                  | 2003/04     | 395,000      |         | 397,645      | 792,645       |
|  |                  | 2004/05     | 420,000      |         | 378,718      | 798,718       |
|  |                  | 2005/06     | 435,000      |         | 358,193      | 793,193       |
|  |                  | 2006/07     | 460,000      |         | 336,590      | 796,590       |
|  |                  | 2007/08     | 475,000      |         | 313,310      | 788,310       |
|  |                  | 2008/09     | 505,000      |         | 288,893      | 793,893       |
|  |                  | 2009/10     | 535,000      |         | 262,440      | 797,440       |
|  |                  | 2010/11     | 555,000      |         | 233,893      | 788,893       |
|  |                  | 2011/12     | 585,000      |         | 203,858      | 788,858       |
|  |                  | 2012/13     | 620,000      |         | 171,920      | 791,920       |
|  |                  | 2013/14     | 655,000      |         | 137,760      | 792,760       |
|  |                  | 2014/15     | 695,000      |         | 101,670      | 796,670       |
|  |                  | 2015/16     | 720,000      |         | 63,160       | 783,160       |
|  |                  | 2016/17     | 220,000      |         | 23,000       | 243,000       |
| 2017/18  | 240,000          |             | 12,000       | 252,000 |              |               |
| TOTAL FUND DEBT SERVICE                            |                  |             | \$ 8,925,000 |         | \$ 5,039,850 | \$ 13,964,850 |





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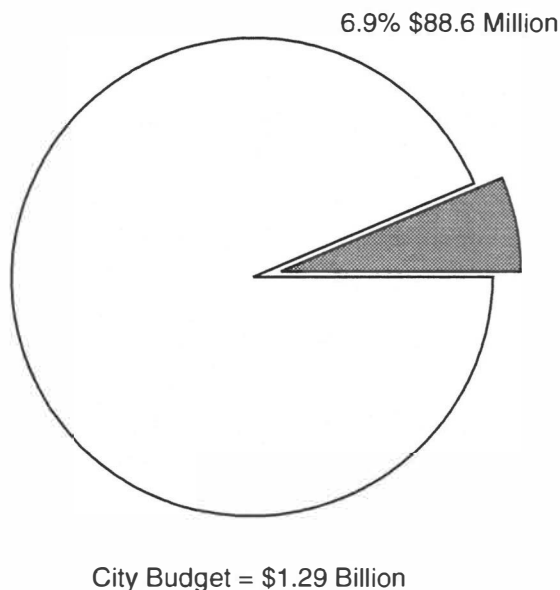


# Legislative, Administrative and Support Services

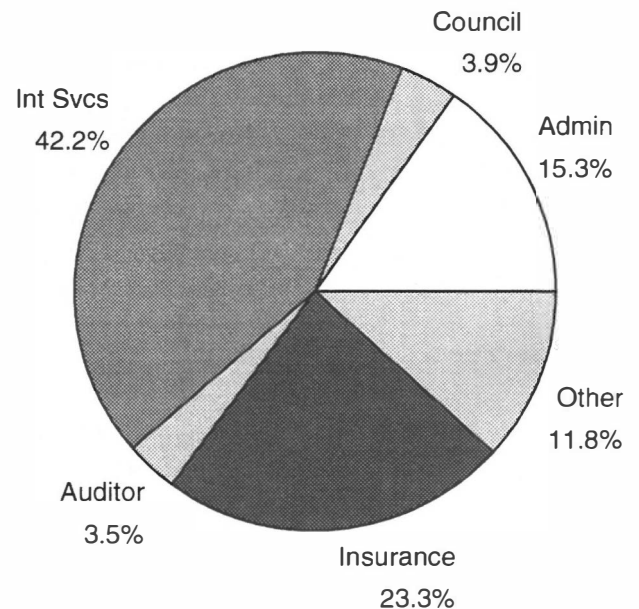
Office of the City Attorney  
Office of the City Auditor  
Bureau of General Services  
Commissioner of Public Affairs  
Commissioner of Public Safety  
Commissioner of Public Utilities  
Commissioner of Public Works

Office of Government Relations  
Bureau of Licenses  
Office of the Mayor  
Office of Finance and Administration  
Portland Development Commission  
Bureau of Purchases  
Special Appropriations

Percent of City Budget



Bureau Pie Chart



## Service Area Overview

| Expenditures in Millions                  | Revised<br>FY 1998-99 | Adopted<br>FY 1999-00 | Change from<br>Prior Year | Per Capita<br>Change |
|---|-----------------------|-----------------------|---------------------------|----------------------|
| Operating                                 | 119,319,840           | 118,693,294           | (626,546)                 | -4.8%                |
| Capital                                   | 29,800,953            | 5,110,904             | (24,690,049)              | -83.6%               |
| Allocated City Overhead Costs             | 1,845,740             | 2,812,261             | 966,521                   | 45.9%                |
| <b>Total Cost with Allocated Overhead</b> | <b>\$ 150,966,533</b> | <b>\$ 126,616,459</b> | <b>\$ (24,350,074)</b>    | <b>-19.7%</b>        |
| Authorized Full-Time Positions            | 581                   | 594                   | 13                        | -2.1%                |

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 bureaus which provide general internal support on a Citywide basis to all City bureaus (Attorney, Auditor, Finance & Administration, General Services, Government Relations, and Purchases), the offices of the Mayor and the four Commissioners, the Bureau of Licenses, and all Special Appropriations.

## MAJOR THEMES

### City Attorney

The office continues to shift non-legal or quasi-legal work away from lawyers to non-attorney support personnel including paralegals, thus allowing staff to devote themselves to legal work.

### Auditor

The Portland Multnomah County Progress Board has become part of the Auditors Office. The Board identifies, monitors, and reports on indicators (named Benchmarks) for important community-wide goals.

### Finance & Administration

OF&A is relocating various divisions within the Portland Building as part of the Portland Building re-stack project.

Publication of the annual City budget document has been automated using a data base management system which draws information directly from the Citywide mainframe computer which stores data for the City.

### General Services

BGS will finish the new Development Services Building at 1900 SW Fourth street in the summer of 1999.

Management of the Emergency Facilities General Obligation Bond construction projects will be done by BGS. Projects will include new fire stations, seismic retrofitting of existing stations, and expansion of the Portland Communications Center.

A new day care facility for City employees will be constructed on the first floor of the Portland Building at a cost of approximately \$400,000.

### Purchases

Purchasing will be enhancing an existing apprenticeship program to provide apprentices to BES, Water, Parks, and Transportation.

### Special Appropriations

Portland Area Schools will receive \$4 million in General Fund support.

Endangered Species will receive over \$700K in General Fund support.

Ballet and opera in Portland will each receive \$200K in General Fund support this year as part of a multi-year commitment to each.

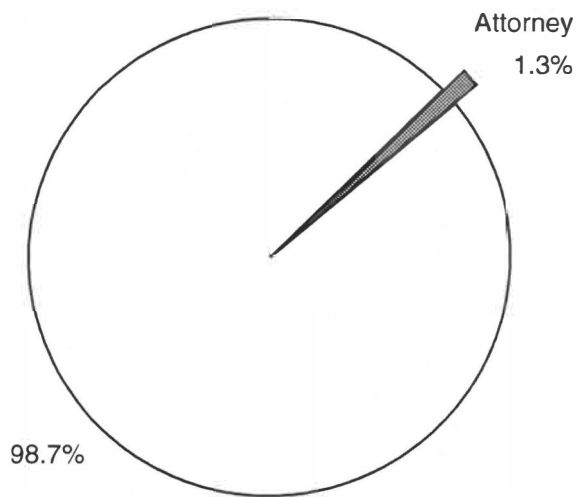
# Office of the City Attorney

Legislative, Administrative and Support Services Service Area

Mayor Vera Katz, Commissioner-in-Charge

Jeffrey Rogers, City Attorney

Percent of General Fund



General Fund = \$349.4 Million

## Bureau Overview

| Expenditures in Millions                  | Revised<br>FY 1998-99 | Adopted<br>FY 1999-00 | Change from<br>Prior Year | Per Capita<br>Change |
|---|-----------------------|-----------------------|---------------------------|----------------------|
| Operating                                 | 4,242,719             | 4,370,120             | 127,401                   | -1.4%                |
| Capital                                   | 0                     | 0                     | 0                         | 0.0%                 |
| Allocated City Overhead Costs             | 0                     | 0                     | 0                         | 0.0%                 |
| <b>Total Cost with Allocated Overhead</b> | <b>\$ 4,242,719</b>   | <b>\$ 4,370,120</b>   | <b>\$ 127,401</b>         | <b>-1.4%</b>         |
| Authorized Full-Time Positions            | 39                    | 39                    | 0                         | -4.3%                |

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

## Bureau Summary

### BUREAU HIGHLIGHTS

**Role** The City Attorney's Office prepares legal work generated by citizens, the City Council, and City bureaus and agencies, and provides legal services and programs to the community. 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 services required by the City of Portland.

**Workload** The City's legal needs and workload have remained consistently high. Tort litigation cases filed against the City have the largest impact in terms of liability exposure and potential money damages, and they represent the largest quantity and complexity of cases filed and being handled. Constitutional challenges to the City's code and legislative authority are increasing. The City's non-litigation, consultative legal advice workload is also increasing.

**Revenues** The Adopted Budget provides for these current legal services. The budget contains General Fund target-level funding only along with interagency retainer agreements.

**Cost Control** The office continues to shift non-legal or quasi-legal work away from lawyers to non-attorney support personnel including paralegals, thus allowing staff to devote themselves to legal work. This shift accords with City Council's directive during the last budget process to make additional use of paralegals.

#### Cost Control Program

The office maintains an effective cost control program. Financial management combined with a flat and anti-bureaucratic office organization helps keep overhead and administrative costs low compared to similar legal organizations. The office's fully loaded hourly costs are up to 60% less than most comparable law offices and firms.

#### Other Cost Control Options

City Attorney staff continue to pursue cost management options such as expanded use of paralegal to perform work on behalf of lawyers, intensified use of computer-assisted legal research technology, and other actions to restrict costs. The office has developed and monitored over fifteen performance and fiscal indicators as part of these efforts. Some administrative actions have been suspended or decreased in order to focus available office resources on legal work and services to City agencies.

## General Description

### BUREAU OVERVIEW

**Budget Overview** The City Attorney's budget has one major change this fiscal year. In the past we had two budget programs that now have been consolidated to form one: Legal Services. This budget program includes the attorneys, paralegal assistants, legal assistants, and administrative support who provide legal work directly to the City Council, bureaus, agencies and program managers.

**Operations** The Legal Services program includes interagency agreements with selected agencies for specialized legal work in specific areas, and discretionary funded services with the General Fund. This program supports office operations, through materials, services, and overhead expenses. Over 85% of the City Attorney's costs are for personal services. The office's indirect overhead costs are much less than what is found in private sector law firms and other firms.

### CHANGES FROM PRIOR YEAR

**Budget Changes** The City Attorney's Office has not had any major budget changes this fiscal year. The Adopted Budget provides for current legal services. Personnel Services has not increased even though the demand for legal services is rising.

The office continues to reorganize and streamline legal staff and non-lawyer work assignments to maximize work load distribution. The administrative staff is pursuing the decrease or elimination of possible overhead and clerical requirements to maximize legal service delivery to City clients.

Within this budget City Attorney staff will work toward acquiring and further integrating computer and network equipment to expand efficiencies and productivity in legal work.

## Strategic Direction

### MANAGEMENT GOALS & OBJECTIVES

#### Long-Term Goals

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

1. To coordinate all legal services for the City so as to avoid conflicts, ensure consistent quality, and fulfill the City Attorney's legal obligations under the City Charter, City Code, state statute, federal law, and all other requirements. Reviewed yearly.
2. To do top quality, professional work, unaffected by politics or personalities. Ongoing.
3. To continue efforts to control and avoid outside legal counsel costs whenever possible by providing legal services in-house at reduced cost. Report annually in outside counsel usage measure.
4. To further develop and pursue aggressive cost controls and expenditure restrictions to decrease costs and promote efficiencies. Described in Cost of Service report.
5. To identify legal risks and repair legal problems, while nonetheless encouraging prudent risk-taking and, when the City encounters legal obstacles, proposing alternative legally acceptable ways to accomplish public objectives. Ongoing.
6. To help achieve City and Council goals by actively assisting City officials develop and implement legally sound, effective, and efficient policies and programs. Review at end of year.
7. To practice preventive law, helping the City avoid legal problems and resolve disputes fairly, compassionately, and effectively within the public interest. Ongoing.
8. To pursue reorganization, changes in staff assignments, and revised office procedures to best promote and utilize existing resources by reducing administrative requirements and paperwork and directing activities toward improving benchmark performance relative to best practices of law firms and legal departments. Review at end of fiscal year.
9. Expand environmental practices and procedures in using 100% recycled paper and supplies, and recycling. Update annually.

### COUNCIL PRIORITIES

#### Council Issues and Priorities

The City Attorney's Office incorporated the City Council's Goals and Portland/Multnomah Benchmarks into the 1997-98 Office Management Plan and legal action strategies. Examples include attorney assistance and work relative to City-wide policies and initiatives, such as Fair Contracting/Employment Initiative, Central City 2000 and 2040, Prosperous Portland, community plans, and more specific policies promulgated by Council actions.

Other major program actions include extensive work on affordable housing, minority hiring and contractor fair wage matters, economic development actions, and projects and support work to the Office of Neighborhood Associations, Bureau of Building and Planning, Transportation, Police, Bureau of Housing and Community Development, and others.

The office also 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

This program includes the City Attorney, Chief Deputies, Deputy City Attorneys, Paralegal Assistants, Legal Assistants and Administrative Staff who perform legal services in all areas.

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

Legal work includes litigation defense in tort lawsuits filed against the City and its employees, workers' compensation, constitutional defense of municipal legislation and actions, code enforcement of building, fire and safety requirements, collections and work related to franchise, utilities and license fees and matters, personnel and labor law, land use litigation and planning, environmental issues and actions, police and public records issues, construction contractor litigation, condemnation and property proceedings, etc.

Consultative legal work encompasses advising, advocating, analyzing and reviewing activities and materials, negotiating actions, and drafting documents and legal instruments, and assisting in policy developments and program implementation as requested and needed. Office attorneys and paralegals work for and with Council members and their staffs, officials and bureaus to find legally acceptable ways to achieve public objectives and goals. These actions also assist City-wide programs, such as Fair Contracting/Employment initiatives, transportation goals, housing needs, public safety and community policy objectives.

*This work includes training and educating employees and officials on legal issues.*

Preventive law efforts play an extremely important part in managing the City's legal needs to avoid problems. Work is performed on short notice. The results of legal services are usually long-term. Legal staff routinely handle matters involving significant financial resources. Requirements usually originate outside of the office's direct control. Legal services are affected by legislation, events and decision-making within City government, other municipalities and governmental entities, and from various ethical and professional factors which affect the law.

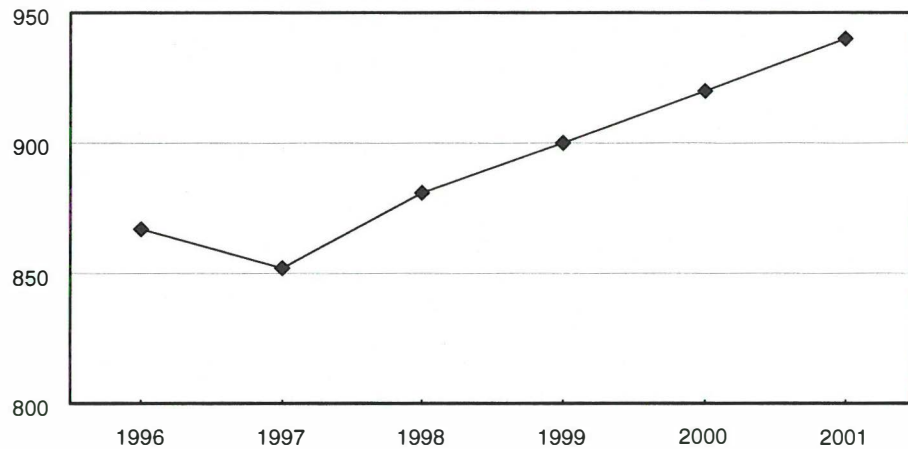
The Administrative Staff provide the support necessary to operate a law office and City bureau. It includes positions to handle accounting, budgeting, personnel, payroll, supply, computer, office equipment, materials and services. Overhead support covers both direct expenditures for materials and services required in litigation and to defend or prosecute court cases, and indirect costs, such as facilities and office operation expenses. The overriding priorities are to contain costs whenever possible, enhance quality in legal work and office services, keep the office competitive with opposing law firms, and maximize efficiency and productivity of the legal staff at the lowest possible cost. The City Attorney's Office operates with a limited and restricted level of administrative overhead for legal operations, especially compared to similar organizations and firms. For instance, a substantial amount of materials & services appropriation is designated for litigation and outside counsel work that is General Fund-related, and not purely general overhead.

In past years our office has budgeted using two programs, Legal Services and Administration. We have consolidated these two programs into Legal Services which accurately depicts how we are managing our appropriation at the present.

## Performance Measures

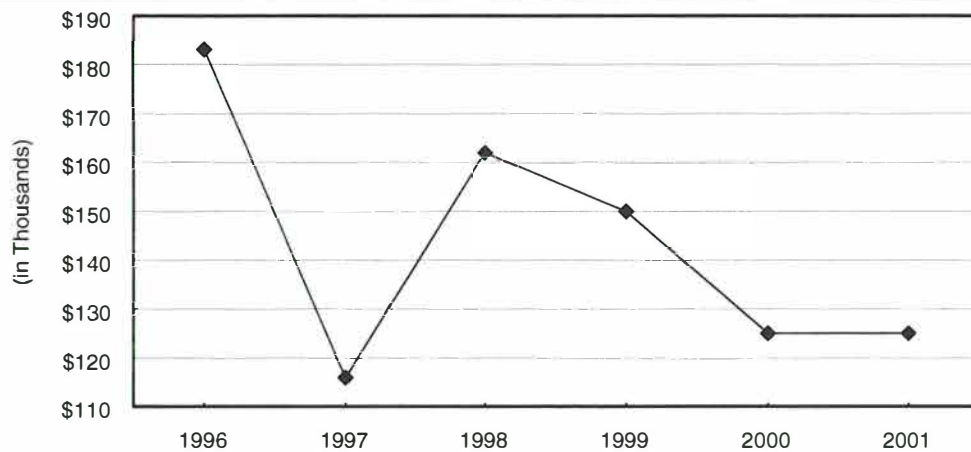
### Litigation Cases Handled

- ◆ This performance measure shows the number of cases handled by the City Attorneys Office each fiscal year
- ◆ Litigation has increased for the City despite efforts to avoid claims and court cases



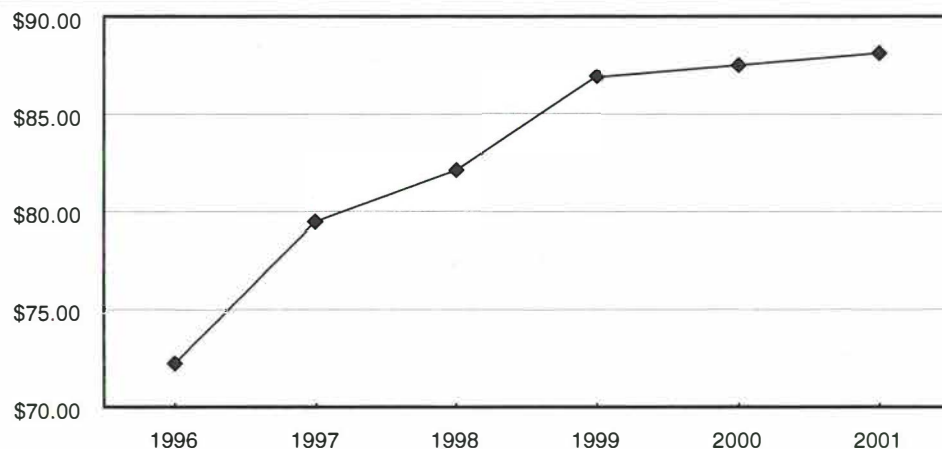
### Outside Legal Expense

- ◆ The City Attorney's limits expenditures for outside legal counsel. Legal work can be handled more efficiently and economically in-house.
- ◆ This program has been successful in that use of outside lawyers is now limited to bond counsel, conflicts of interest, or where lack of resources warrants it.



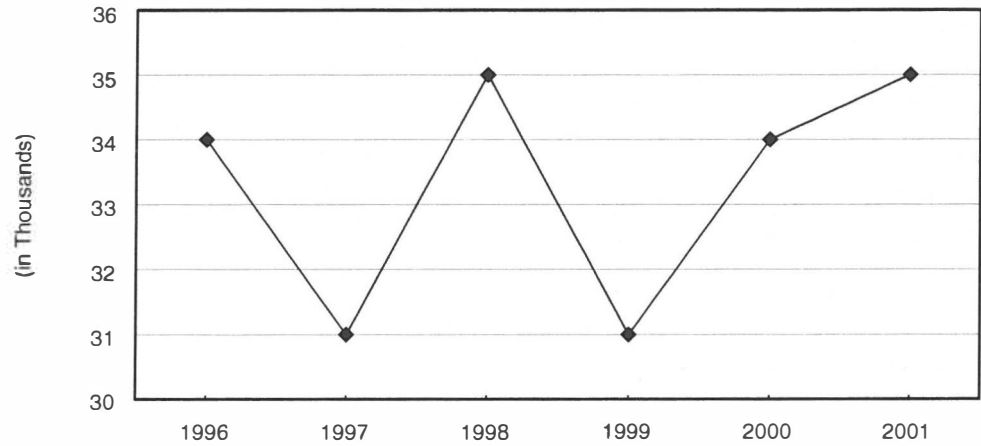
### Fully Loaded Hourly Rate

- ◆ A law office's fully loaded hourly rate includes direct expenses for staff and materials necessary to produce legal work, and also both indirect and direct overhead costs.
- ◆ The City Attorney's Office hourly costs are lower than local law firm billing rates.



**Legal Document Pages**

- ◆ Legal work results in large amounts of written materials, both in court litigation and in providing legal advice to the City through analysis and legal research.
- ◆ As this graph shows, while all legal work is document-intensive, actual printing requirements fluctuate greatly .



|                       | Actual<br>FY 1995-96 | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Yr End Est.<br>FY 1998-99 | Target<br>FY 1999-00 | Target<br>FY 2000-01 |
|-----------------------|----------------------|----------------------|----------------------|---------------------------|----------------------|----------------------|
| <b>Legal Services</b> |                      |                      |                      |                           |                      |                      |
| <b>Workload</b>       |                      |                      |                      |                           |                      |                      |
| Litigation Cases      | 867                  | 852                  | 881                  | 900                       | 920                  | 940                  |
| Hourly Rate           | \$72.24              | \$79.49              | \$82.08              | \$86.89                   | \$87.51              | \$88.11              |
| Legal Document Pages  | 33,972               | 30,821               | 34,944               | 31,200                    | 34,000               | 34,500               |
| <b>Efficiency</b>     |                      |                      |                      |                           |                      |                      |
| Outside Legal Expense | \$182,957            | \$115,669            | \$161,500            | \$150,000                 | \$125,000            | \$125,000            |

|   | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>EXPENDITURES</b>   |                      |                      |                       |                        |                       |
| <b>Operating Budget</b>   |                      |                      |                       |                        |                       |
| Personal Services   | 3,214,528            | 3,275,143            | 3,603,586             | 3,704,513              | 3,704,513             |
| External Materials and Service  | 202,358              | 267,247              | 296,282               | 297,430                | 301,933               |
| Internal Materials and Service  | 348,871              | 354,611              | 342,851               | 363,674                | 363,674               |
| Minor Capital Outlay  | 0                    | 0                    | 0                     | 0                      | 0                     |
| Equipment Cash Transfers  | 0                    | 9,200                | 0                     | 0                      | 0                     |
| <b>Total Operating Budget</b>   | 3,765,757            | 3,906,201            | 4,242,719             | 4,365,617              | 4,370,120             |
| Capital Improvements  | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>TOTAL BUREAU EXPENDITURES</b>  | <b>\$ 3,765,757</b>  | <b>\$ 3,906,201</b>  | <b>\$ 4,242,719</b>   | <b>\$ 4,365,617</b>    | <b>\$ 4,370,120</b>   |
| Allocated Overhead Costs  |                      |                      | 0                     | 0                      | 0                     |
| <b>Total Cost with Allocated Overhead</b>   |                      |                      | 4,242,719             | 4,365,617              | 4,370,120             |
| <b>Authorized Full-Time Positions</b>   |                      |                      |                       |                        |                       |
| General Fund Discretionary  | 13.6                 | 11.6                 | 12.6                  | 13.2                   | 13.2                  |
| <b>TOTAL POSITIONS</b>  | <b>36.0</b>          | <b>35.0</b>          | <b>39.0</b>           | <b>39.0</b>            | <b>39.0</b>           |
| <b>RESOURCES</b>  |                      |                      |                       |                        |                       |
| Discretionary General Fund  |                      | 1,324,628            | 1,511,444             | 1,413,872              | 1,418,375             |
| <b>Non-Discretionary Revenues</b>   |                      |                      |                       |                        |                       |
| Grants & Donations  |                      | 0                    | 0                     | 0                      | 0                     |
| Contract Revenues   |                      | 0                    | 0                     | 0                      | 0                     |
| Interagency Revenues  |                      | 1,824,251            | 1,908,328             | 1,776,715              | 1,776,715             |
| Bureau Program Revenues   |                      | 0                    | 0                     | 0                      | 0                     |
| Overhead Revenues   |                      | 757,322              | 822,947               | 1,065,083              | 1,065,083             |
| Budget Decisions  |                      | 0                    | 0                     | 109,947                | 109,947               |
| <b>Total Non-Discretionary Revenues</b>   |                      | 2,581,573            | 2,731,275             | 2,951,745              | 2,951,745             |
| <b>TOTAL GENERAL FUND RESOURCES</b>   |                      | <b>\$ 3,906,201</b>  | <b>\$ 4,242,719</b>   | <b>\$ 4,365,617</b>    | <b>\$ 4,370,120</b>   |
| Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.         |                      |                      |                       |                        |                       |
| Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue. |                      |                      |                       |                        |                       |
| <b>PROGRAMS</b>   |                      |                      |                       |                        |                       |
| Administration  |                      | 658,558              | 690,076               | 0                      | 0                     |
| Positions   |                      | 0                    | 0                     | 0                      | 0                     |
| Legal Services  |                      | 3,247,643            | 3,552,643             | 4,365,617              | 4,370,120             |
| Positions   |                      | 35                   | 39                    | 39                     | 39                    |
| <b>TOTAL PROGRAMS</b>   |                      | <b>\$ 3,906,201</b>  | <b>\$ 4,242,719</b>   | <b>\$ 4,365,617</b>    | <b>\$ 4,370,120</b>   |
| Positions   |                      | 35                   | 39                    | 39                     | 39                    |

|   | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>Personnel Services</b>                   |                      |                      |                       |                        |                       |
| 511000 Full-Time Employees                  | 1,868,909            | 1,861,536            | 2,395,846             | 2,600,274              | 2,600,274             |
| 512000 Part-Time Employees                  | 216,633              | 247,411              | 282,343               | 140,810                | 140,810               |
| 517000 Benefits                             | 775,340              | 802,887              | 925,397               | 963,429                | 963,429               |
| 518000 Paid Absence                         | 353,646              | 363,309              | 0                     | 0                      | 0                     |
| <b>Total Personnel Services</b>             | <b>3,214,528</b>     | <b>3,275,143</b>     | <b>3,603,586</b>      | <b>3,704,513</b>       | <b>3,704,513</b>      |
| <b>Materials and Services</b>               |                      |                      |                       |                        |                       |
| <b>External Materials and Service</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        | 14,380               | 13,978               | 20,000                | 20,360                 | 20,360                |
| 525000 Non-Capital Improvement              | 0                    | 0                    | 0                     | 0                      | 0                     |
| 528000 Local Match Payments                 | 0                    | 0                    | 0                     | 0                      | 0                     |
| 529000 Miscellaneous Services               | 69,460               | 100,038              | 97,000                | 98,746                 | 98,746                |
| 531000 Office Supplies                      | 30,879               | 47,313               | 55,000                | 53,990                 | 58,493                |
| 532000 Operating Supplies                   | 67,526               | 90,420               | 84,000                | 85,512                 | 85,512                |
| 533000 Repair & Maintenance Supplies        | 0                    | 0                    | 0                     | 0                      | 0                     |
| 534000 Minor Equipment & Tools              | 0                    | 0                    | 0                     | 0                      | 0                     |
| 535000 Clothing & Uniforms                  | 0                    | 0                    | 0                     | 0                      | 0                     |
| 539000 Other Commodities External           | 0                    | 0                    | 0                     | 0                      | 0                     |
| 541000 Education                            | 14,419               | 12,576               | 29,000                | 29,522                 | 29,522                |
| 542000 Local Travel                         | 1,777                | 506                  | 1,500                 | 1,898                  | 1,898                 |
| 543000 Out-of-Town Travel                   | 3,917                | 2,416                | 5,982                 | 6,090                  | 6,090                 |
| 544000 Space Rental                         | 0                    | 0                    | 0                     | 0                      | 0                     |
| 545000 Interest                             | 0                    | 0                    | 0                     | 0                      | 0                     |
| 546000 Refunds                              | 0                    | 0                    | 0                     | 0                      | 0                     |
| 547000 Retirement System Payments           | 0                    | 0                    | 0                     | 0                      | 0                     |
| 549000 Miscellaneous                        | 0                    | 0                    | 3,800                 | 1,312                  | 1,312                 |
| <b>Total External Materials and Service</b> | <b>202,358</b>       | <b>267,247</b>       | <b>296,282</b>        | <b>297,430</b>         | <b>301,933</b>        |
| <b>Internal Materials and Service</b>       |                      |                      |                       |                        |                       |
| 551000 Fleet Services                       | 2,166                | 2,124                | 2,801                 | 3,105                  | 3,105                 |
| 552000 Printing & Distribution              | 43,536               | 45,548               | 46,797                | 50,942                 | 50,942                |
| 553000 Facilities Services                  | 140,911              | 132,240              | 171,164               | 183,148                | 183,148               |
| 554000 Communications Services              | 50,359               | 46,815               | 53,590                | 51,912                 | 51,912                |
| 555000 Data Processing Services             | 10,013               | 9,018                | 12,348                | 16,396                 | 16,396                |
| 556000 Insurance                            | 61,107               | 61,299               | 56,151                | 58,171                 | 58,171                |
| 557000 Master Lease                         | 40,779               | 57,567               | 0                     | 0                      | 0                     |
| 558000 Same Fund Services                   | 0                    | 0                    | 0                     | 0                      | 0                     |
| 559000 Other Fund Services                  | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>Total Internal Materials and Service</b> | <b>348,871</b>       | <b>354,611</b>       | <b>342,851</b>        | <b>363,674</b>         | <b>363,674</b>        |
| <b>Total Materials and Services</b>         | <b>551,229</b>       | <b>621,858</b>       | <b>639,133</b>        | <b>661,104</b>         | <b>665,607</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                     |
| 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                    | 9,200                | 0                     | 0                      | 0                     |
| 576000 Minor Equipment Transfers            | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>TOTAL BUREAU EXPENSES</b>                | <b>\$ 3,765,757</b>  | <b>\$ 3,906,201</b>  | <b>\$ 4,242,719</b>   | <b>\$ 4,365,617</b>    | <b>\$ 4,370,120</b>   |

| Class                            | Title                            | Actual<br>FY 1997 | Actual<br>FY 1998 | Revised<br>FY 1998-99 |                     | Approved<br>FY 1999-00 |                     | Adopted<br>FY 1999-00 |                     |
|----------------------------------|----------------------------------|-------------------|-------------------|-----------------------|---------------------|------------------------|---------------------|-----------------------|---------------------|
|                                  |                                  | No.               | No.               | No.                   | Amount              | No.                    | Amount              | No.                   | Amount              |
| 920                              | Administrative Supervisor I      | 1                 | 1                 | 1                     | 49,882              | 1                      | 51,729              | 1                     | 51,729              |
| 922                              | Administrative Supervisor II     | 1                 | 1                 | 1                     | 49,544              | 1                      | 54,433              | 1                     | 54,433              |
| 714                              | Chief Deputy City Attorney       | 2                 | 2                 | 2                     | 87,675              | 2                      | 172,756             | 2                     | 172,756             |
| 715                              | City Attorney                    | 1                 | 1                 | 1                     | 97,155              | 1                      | 100,755             | 1                     | 100,755             |
| 114                              | Clerical Specialist              | 2                 | 1                 | 2                     | 55,157              | 2                      | 60,340              | 2                     | 60,340              |
| 710                              | Deputy City Attorney I           | 1                 | 1                 | 1                     | 104,984             | 0                      | 0                   | 0                     | 0                   |
| 711                              | Deputy City Attorney II          | 2                 | 2                 | 3                     | 183,305             | 4                      | 247,175             | 4                     | 247,175             |
| 712                              | Deputy City Attorney III         | 5                 | 4                 | 6                     | 442,851             | 7                      | 529,942             | 7                     | 529,942             |
| 2543                             | Information Systems Analyst III  | 1                 | 1                 | 1                     | 49,830              | 1                      | 54,806              | 1                     | 54,806              |
| 240                              | Legal Assistant                  | 7                 | 7                 | 6                     | 279,524             | 6                      | 297,506             | 6                     | 297,506             |
| 709                              | Paralegal Assistant              | 3                 | 3                 | 4                     | 179,307             | 3                      | 158,323             | 3                     | 158,323             |
| 970                              | Program Manager II               | 1                 | 1                 | 1                     | 58,213              | 1                      | 63,509              | 1                     | 63,509              |
| 816                              | Senior Administrative Specialist | 0                 | 1                 | 1                     | 37,960              | 1                      | 44,744              | 1                     | 44,744              |
| 713                              | Senior Deputy City Attorney      | 9                 | 9                 | 9                     | 720,459             | 9                      | 764,256             | 9                     | 764,256             |
| <b>TOTAL FULL-TIME POSITIONS</b> |                                  | <b>36</b>         | <b>35</b>         | <b>39</b>             | <b>\$ 2,395,846</b> | <b>39</b>              | <b>\$ 2,600,274</b> | <b>39</b>             | <b>\$ 2,600,274</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 |      |   |
|  | 4,255,670 | 0        | 4,255,670     | 39.0 | FY 1999-2000 Current Service Level Estimate |
| CSL Estimate Adjustments                 |           |          |               |      | None  |
| Mayor's Proposed Budget Decisions        |           |          |               |      |   |
|  | 100,000   | 0        | 100,000       | 0.0  | Change in Position Funding Source           |
|  | 4,648     | 0        | 4,648         | 0.0  | City Hall Janitorial                        |
|  | 4,488     | 0        | 4,488         | 0.0  | Child Care Facility                         |
|  | 811       | 0        | 811           | 0.0  | Information Technology (IT) Interagency     |
| Approved Budget Additions and Reductions |           |          |               |      | None  |
| Adopted Budget Additions and Reductions  |           |          |               |      |   |
|  | 4,503     | 0        | 4,503         | 0.0  | 0   |
|  | 114,450   | 0        | 114,450       | 0.0  | Total FY 1999-2000 Decision Packages        |
|  |           |          | \$ 4,370,120  | 39.0 | Total Adopted Budget                        |
| FY1999-2000 Decision Packages Not Funded |           |          |               |      |   |
|  |           |          |               |      | None  |
|  |           |          | \$ 0          | 0.0  | Total Decision Packages Not Funded          |

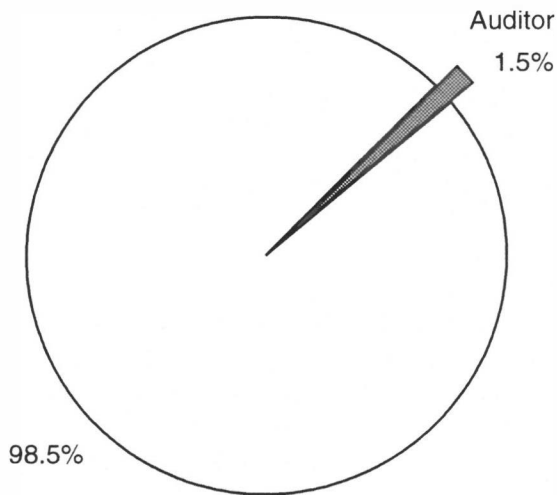


# Office of the City Auditor

Legislative, Administrative and Support Services Service Area

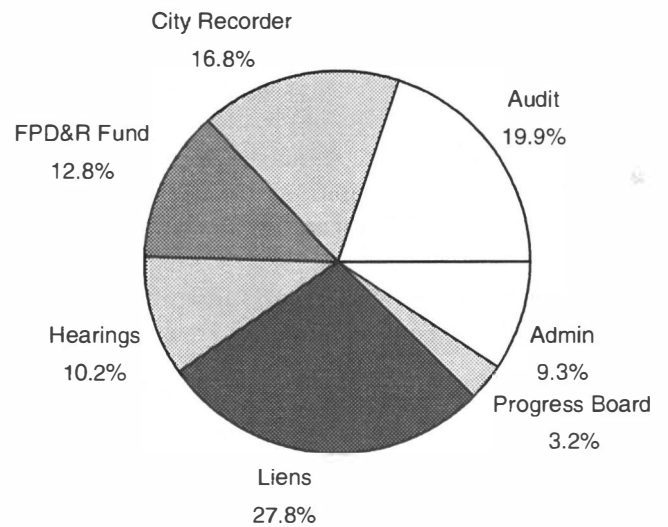
Gary Blackmer, Commissioner-in-Charge

Percent of General Fund



General Fund = \$349.4 Million

Bureau Programs



Bureau Overview

| Expenditures in Millions                  | Revised<br>FY 1998-99 | Adopted<br>FY 1999-00 | Change from<br>Prior Year | Per Capita<br>Change |
|---|-----------------------|-----------------------|---------------------------|----------------------|
| Operating                                 | 4,577,519             | 5,205,262             | 627,743                   | 8.9%                 |
| Capital                                   | 0                     | 0                     | 0                         | 0.0%                 |
| Allocated City Overhead Costs             | 0                     | 0                     | 0                         | 0.0%                 |
| <b>Total Cost with Allocated Overhead</b> | <b>\$ 4,577,519</b>   | <b>\$ 5,205,262</b>   | <b>\$ 627,743</b>         | <b>8.9%</b>          |
| Authorized Full-Time Positions            | 53                    | 56                    | 3                         | 1.2%                 |

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

## Bureau Summary

### BUREAU MISSION

The mission of the City Auditor's Office is to promote open and accountable government by providing independent and impartial reviews, public access to information, and service for City government and the public. To that end, the Auditor's Office performs audits, maintains City records, and provides financial services with integrity, sensitivity, and efficiency.

### BUREAU HIGHLIGHTS

#### Budget Summary

The Auditor's Office FY 1999-00 Adopted Budget supports all ongoing activities and services provided to citizens, other City bureaus, and agencies. These services continue to be provided with a reduced staffing level and an increased span of control effected last fiscal year. This budget contains two organizational changes that occurred during the last fiscal year as well as the addition of one and a half positions for the Fire and Police Disability Fund Program and an increase for the annual external audit. The Auditor's Office will continue its efforts to provide important Citywide information in an electronic medium. Staff is currently developing an Information Technology Strategic Plan that will focus on increasing operational efficiencies and better citizen access to information.

#### Portland Multnomah Progress Board

The most important structural change to the organization is the addition of the Portland Multnomah Progress Board. This program was established in 1994 as a program funded jointly by the City and Multnomah County and was housed in the Mayor's Office. The Progress Board physically moved in 1996 to the County Auditor's Office and retained partial funding from the Mayor's Office. As of January 4, 1999, the Progress Board is now housed within the City Auditor's Office. The City Auditor's Office FY 1999-00 Adopted Budget recognizes the physical move of the program, the transfer of two staff members from Multnomah County to the City of Portland, and related changes in funding. Funding consists of transfer of appropriation from the Mayor's budget to the Auditor's Office and revenues from Multnomah County.

#### Progress Board Function

The Portland Multnomah Progress Board identifies, monitors, and reports on indicators (named benchmarks) for important community-wide goals. The Board identifies major trends in the community and acts as a catalyst for government, business, and community groups to improve the performance of benchmarks. The Progress Board established benchmarks to determine the health and vitality of the community. The annual benchmarks report tracks and reports on 76 separate indicators. The Progress Board is co-chaired by the Mayor and County Chair, and staff report directly to the City Auditor.

#### Elections Function

The second organizational change is the transfer of the elections function and its related activities and duties from the City Recorder Program to the Administration Program. Due to organizational changes made last year, there were more resources in the Administration Program to handle this function than in the City Recorder program.

**FPD&R Staff Additions**

The Auditor's Office FY 1999-00 budget contains one new legal advisor position and a one half-time legal assistant for the Fire and Police Disability and Retirement Fund program. These positions were formerly funded through an interagency agreement with the City Attorney's Office, but due to concerns of a possible conflict of interest, it was decided that these positions should report directly to the City Auditor and the Board of Trustees. The Auditor's Office will be fully reimbursed for these positions through an interagency service agreement with the Fire and Police Disability and Retirement Fund.

**CAFR and Single Audit**

The Auditor's Office FY 1999-00 Adopted Budget contains an increase of \$35,150 for the outside auditor, KPMG Peat Marwick LLP, to conduct the Comprehensive Annual Financial Report and the Single Audit for the City of Portland. The requirements for these audits have increased since the original agreement was written due to the complexity of the City's funding structure, the continued decentralization of the accounting functions, and the Y2K concerns. In addition, the original contract specified that KPMG would audit five major programs; during this last year KPMG was required to audit eight major programs.

**Citizen Access**

The Auditor's Office will continue its efforts to provide easy citizen access to important Citywide information. The office has been successful in making the entire City Code and Charter accessible to citizens by the use of Internet technology. The City Code will also be available in a CD-ROM format for citizens who prefer this medium.

**Information Technology Strategic Plan**

The Auditor's Office is currently developing an Information Technology Strategic Plan for the entire office and separate plans for the City Recorder and Assessment and Liens program. The Strategic Plan for the City Recorder make more City information available to citizens in the most efficient manner. The Assessment and Liens Plan will focus on analyzing the cost effectiveness of operating its database system on the City's mainframe computer. The plan will also focus on methods to provide access to this information for the City's customers. These strategic plans will be completed in October, 1999 and may have budgetary implications for the next two-year budget cycle.

## General Description

### BUREAU OVERVIEW

#### Organizational Description

The City Auditor is the sixth elected official of the City of Portland. The Auditor provides checks and balances in the Commission form of government, 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 City office while in office. The City Auditor is elected on a non-partisan basis and serves a four-year term.

The City Charter describes the legal authority of the Auditor regarding the following activities: financial and performance audits, supervision of City elections, maintenance of all official records and all other records regarding City business, provision of official certifications, Secretary of the Fire and Police Disability and Retirement system, and some responsibilities concerning Assessments and Liens. In addition, the Hearings Office was assigned to the Auditor's Office in 1990 due to the integrity and impartial nature of the Auditor. These activities are carried out by the following divisions:

#### Operations

##### Audit Services

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

##### City Recorder

As Clerk of the Council, this division develops, maintains, and provides accurate and objective documentation of City business and acts as an information clearinghouse for Council, bureaus, and the public. This division is responsible for developing records retention schedules and provides for records storage, retrieval, and destruction and provides archival services.

##### Assessments and Liens

This division administers the financing of Local Improvement Districts for improvements to streets, sidewalks, and sewers; apportions the costs of these improvements to benefited properties; obtains long term financing for property owners; provides for interim financing of project construction; and maintains records of all open and bonded property liens.

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

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

**Hearings Officers**

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

**Administration**

The Administration Division provides leadership and support for all Auditor's Office divisions, such as budgeting and accounting, Human Resource and payroll matters, purchasing and supplies, and managing all information technology systems. This division monitors problem-solving efforts throughout the office, provides information and expertise, and serves as the contact point for other agencies in the City.

The Auditor is also responsible for overseeing election processes in the City of Portland. Staff in this 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.

**Progress Board**

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

**Bureau Management & Direction**

Gary Blackmer, the new City Auditor, manages the Office with the same high principles that were held by previous City Auditors. The Auditor's role is to promote open and accountable government by providing independent and impartial reviews, public access to information, and service for City government and the public. The Auditor's Office performs audits, maintains City records, and provides financial services with integrity, sensitivity, and efficiency.

**CHANGES FROM PRIOR YEAR****Progress Board**

The most important structural change is the addition of the Portland Multnomah Progress Board. The Progress Board moved to the City Auditor's Office on January 4, 1999 from Multnomah County and is jointly funded and supported by both Multnomah County and the City. The Progress Board is co-chaired by the Mayor and County Chair, and its two staff members report directly to the City Auditor. These two staff members transferred from Multnomah County and were given status as City of Portland employees through an intergovernmental agreement with the County.

**Elections Function**

The second structural change occurred within the Auditor's Office with the transfer of the elections function and its related activities and duties from the City Recorder Program to the Administration Program. This change will not affect the services that the Auditor's Office provides to potential candidates or to citizens filing initiative or referendum petitions.

**New Positions**

The Auditor's Office added one new legal advisor position and a one-half time legal assistant position for the Fire and Police Disability and Retirement Fund program. Both of these positions were previously in the City Attorney's budget and were funded through an interagency service agreement between the City Attorney's Office and the FPD&R Fund. Due to concerns of a possible conflict of interest, it was decided that these positions should report directly to the City Auditor and the FPD&R Board of Trustees. The Auditor's Office will be fully reimbursed for these positions through an interagency service agreement with the FPD&R Fund.

**Budget Additions**

The Auditor's Office budget includes an increase of \$35,150 for the outside audit conducted by KPMG Peat Marwick LLP. The KPMG audit costs have increased due to the increasing complexity of the City's funding structure, the increase of programs to be audited from five to eight programs, the continued decentralization of the accounting functions, and the Y2K concerns.

**FUNDING SOURCES****General Fund**

The Auditor's Office receives partial funding from General Fund Discretionary and the General Fund Overhead Allocation.

**Interagency Revenues**

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

**Intergovernmental Revenues**

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

**Planning Bureau Permit Fees**

The Auditor's Office receives revenue from the Planning Bureau permit fees for partial support of the Land Use Appeals process.

**Sales of City Code and Charter**

The Auditor's Office receives miscellaneous revenues from the sale of the City Code and City Charter.

# Strategic Direction

## VISION AND VALUES

Gary Blackmer was sworn in as the new City Auditor on January 4, 1999. As this is the second year of the budget process, new projects and objectives must wait until July, 2000. The Auditor's Office will develop a Vision and Values for the next budget proposal, FY 2000-01 in conjunction with a budget request that will allow the office to achieve its vision.

## MANAGEMENT GOALS & OBJECTIVES

### Long-Term Goals

Long-term goals for the Auditor's Office will be developed for the FY 2000-2001 budget proposal. The Auditor's Office will ask for additional resources to complete these goals.

### Management Objectives for FY 1999-00

The Auditor's Office plans to achieve the following objectives in FY 1999-2000:

1. Complete ten audits that help improve the City's public accountability and that identify opportunities for increased efficiency and effectiveness.
2. Continue to work closely with City bureaus and elected officials to help improve the City's performance management and reporting systems.
3. Increase citizen access to current and retrospective information on City Code, City Charter, and Council documentation through effective use of information technology.
4. Develop a strategic information plan for the City Recorder Division which will make business functions more efficient and plan to improve/update the information management system.
5. Work in conjunction with the Office of Transportation and Bureau of Environmental Services to reengineer and improve the LID process.
6. Develop and implement an Information Technology Strategic Plan for the Assessment and Liens Division.
7. Conduct an initial study of the service improvement and cost savings potential of utilizing a nurse case manager to monitor the medical treatment of disability claims.
8. Relocate the Hearings Office Division to the Development Building.
9. Improve the accessibility of data between the Hearings Office and the Office of Planning Development and Review.
10. Participate in the home page group for the City of Portland.
11. Update the Progress Board benchmarks and publish a summary brochure.
12. Study at least two benchmarks in detail and prepare reports on them.

## MAJOR INITIATIVES

### Major Shifts in Organization and Priorities

The Office of the City Auditor is increasing its efforts to provide easy citizen access to important Citywide information by use of Internet technology. The Auditor's Office is the main central repository for current and historical official documents. Staff is completing an Information Technology Strategic Plan to increase access to information stored at City Hall and the Stanley Parr Archives and Records Center (SPARC). The office is committed to providing as much information as possible to citizens in an easy, accessible medium.

The Auditor's Office also serves as Chair for the Citywide task force that is redesigning the City's homepage.



## COUNCIL PRIORITIES

### Council Issues and Priorities

The Auditor's Office helps fulfill several of the FY 1999-00 priorities of the City Council.

#### **Maintain a Financially Stable City**

***Deal with FPD&R, PERS, and the Civic Stadium:*** The Auditor's Office is very involved with the task force that has been created to explore the possibility of funding the Fire and Police Disability and Retirement Fund. The Auditor and the Fund Administrator attend and participate in the task force meetings. In addition, the Auditor, Fund Administrator and FPD&R Board of Trustees have commissioned an actuary to explore various funding scenarios.

#### **Maintain and Improve Our Parks, Green Spaces, Water, and Air Sheds**

***Finalize plans for the Endangered Species Act and CSO:*** The Portland Multnomah Progress Board is working closely with the Bureau of Environmental Services on the Endangered Species Act. Board staff are analyzing the history and current conditions of the Johnson Creek watershed to identify the factors affecting salmon and steelhead viability.

#### **Keep the Central City Vital**

The Progress Board staff have committed to working closely with the Association for Portland Progress and other sponsors of the 25-Year Vision for Central Portland. Several of the elements of a vital central city are also benchmarks. Board staff have offered assistance in developing additional measures and analyzing data to help assess progress toward the 25-Year Vision.

#### **Promote the Inclusion of Under-represented Neighborhoods and Groups in Participating in City Activities and Services**

***Identify Strategies to Work with East Portland Neighborhoods:*** The Audit Services Division produces the annual Service Efforts and Accomplishments Report which surveys and analyzes how citizens feel toward services provided by the City of Portland and Multnomah County. The 1998 report revealed that citizens that live in Outer East are more dissatisfied with City services. At the Council's request, Audit Services completed a more in-depth report which detailed a number of reasons why Outer East residents are more dissatisfied with City services. These reports serve to bring under-represented neighborhood and group issues to light.

### **Future Focus**

The Progress Board gathers many benchmarks directly related to the Future Focus vision and plans.

### **Portland Multnomah Benchmarks**

The Portland Multnomah County Progress Board establishes benchmarks to determine the health and vitality of the community. The annual benchmarks report tracks and reports on 76 separate indicators. These help the Council track the direction the City is going in and areas of concern. The Progress Board was formerly housed with the Multnomah County Auditor. The board physically moved to the City's Auditor's Office with the election of the new City Auditor, Gary Blackmer on January 4, 1999. The City Auditor directs and advises staff, attends and participates in the task force meetings, oversees the production of the annual report, and assists with the Progress Board Website.



**SEA Report**

The Audit Services Division produces the annual Service Efforts and Accomplishments Report. This report gathers and analyzes survey data concerning citizen satisfaction with a number of government services. This report is used in addition to the benchmarks report to provide valuable information for the decision-makers in the City and county government.

## Overview of Programs

### AUDIT SERVICES

The mission of the Audit Services Program is to promote honest, efficient, effective, and fully accountable City government. The program addresses this mission by conducting independent audits and analysis that provide objective information to City officials, management, and the public. The program also arranges for 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 117 reports and identified over \$16 million in measurable financial benefits to the City. Audit recommendations have also resulted in positive changes in the way City programs operate that are not readily measurable. Bureaus have implemented or are in the process of implementing over 86% of report recommendations.

### CITY RECORDER

The City Recorder program develops, maintains, and provides accurate and objective documentation of City business and acts as an information clearinghouse for Council, bureaus, and the public.

#### Council Clerk/ Contracts

As Clerk of the Council, the City Recorder Division is responsible for preparing the Council agenda, processing City ordinances and resolutions, and transcribing the official summary minutes of Council meetings. The Division maintains the official copy of the Portland City Code and City Charter, and coordinates the updating, sale, and distribution of the City Code. The City Recorder Division also receives accounting documents, contracts, and data from other bureaus and provides this information to the public, other City bureaus, and to various financial institutions as requested. Through this division, the City Auditor gives final approval to all claims for payment against the City, disburses payments, and maintains current files of all City contracts.

#### Records Management/ Archives

The City Recorder Division includes the archives and records management function which assists City bureaus, the Mayor's Office, and City Commissioners in managing their public records. This division ensures that public records are maintained legally and efficiently. It is committed to documenting and preserving evidence of City actions and the City's history. The division develops and distributes retention and disposal schedules for all City agencies and negotiates retention periods and policy disclosure status in cooperation with the Oregon State Archives. The division is responsible for semi-current and inactive records storage, confidential destruction, preservation of historical records, and provision of reference and retrieval services for City employees and the public at the Stanley Parr Archives and Records Center (SPARC).

## LIENS & ASSESSMENTS

The Assessment and Liens program promotes a livable city by helping to plan and finance local improvement projects, assisting the Office of Planning and Development Review in support of their code enforcement efforts, and providing low-cost financing to property owners for street, sewer, and sidewalk improvements. This program oversees the LID Construction Fund, the Bancroft Bond Sinking Fund, and the Assessment Collection Fund.

### Program Revenues

The program is primarily self-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 1997-98, over 18 million dollars was collected for city assessments for street, sewer, and sidewalk improvements. New accounts created that year totalled 5,136 with a total assessed value of \$15.2 million. There are currently 15,330 active accounts, with a total value of over \$57.4 million.

The program has begun adding an increasing number of Transportation System Development Charge accounts to its portfolio and will shortly be adding Parks System Development Charges.

### Future Issues

As the City seeks to implement Metro 2040 goals, it is anticipated that there may be even greater reliance on the Local Improvement District process to finance infrastructure development creatively. The Auditor's Office, in cooperation with the City's new LID administrator and other City representatives, is participating in the review of the LID program and its reengineering to address efficiency and affordability issues. This process is anticipated to be completed by the fall of 2000.

## FIRE & POLICE DISABILITY & RETIREMENT FUND

This program manages the City's Fire and Police Disability and Retirement System, which was authorized by the voters in 1948 and revised by them in 1989. This program is supported by the proceeds of a continuing property tax levy authorized in 1948. Program personnel support the Fund's Board of Trustees, advise and assist members of the retirement system, process disability and medical claims, and prepare payment for members of the system and their survivors. An additional service added in 1997 is administration of the Employee Assistance Program for public safety officers.

### Revisions

The revisions to this program, authorized by voters in 1989, significantly affect 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 the interagency service agreement process. All other costs (Materials and Services, Service Reimbursements, and Capital Outlay) 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. Permits subject to the public hearing process and timelines for decision-making are strictly governed by State law and City Code. The Land Use Hearings Officer provides a public process for review of land use permit applications and ensures that Land Use applications are reviewed in a fair and open process and that the decisions are legally supportable.

### City Code

The Code Hearings Officer provides a means of quick, fair, and efficient enforcement of City Code requirements. The appeal functions of the Code Hearings Officer ensure administrative determinations of the various bureaus are legally supportable, fair, and appropriate by allowing parties who feel otherwise an opportunity to obtain an impartial review of those determinations and decisions.

The Code Hearings Officer enforces the City Code in proceedings initiated by the Office of Planning and Development Review (OPDR), Environmental Services, and Fire Rescue and Emergency Services. The Code Hearings Officer hears appeals from code enforcement determinations made by OPDR, Police, Licenses, and Environmental Services and hears appeals of vehicle tows ordered by Traffic Management, Police, Buildings, the Port of Portland, Tri-Met, and the Oregon Department of Transportation. Drug-Free Zone, Prostitution Free Zone, Park Exclusions, and Adult Care Facility appeals are also heard by this office.

### Program Revenues

The Hearings Officers program is supported by fees, interagency service agreements, and intergovernmental contracts. Fees are charged for the program's services to the Land Use Program of the Bureau of Planning and the Code Enforcement and Neighborhood Improvement Programs of OPDR. Costs for code appeal hearings for the Bureaus of Licenses, Police, Environmental Services, the Port of Portland, and Multnomah County are recovered either by interagency service agreements or intergovernmental contracts.

## ADMINISTRATION

The Administration Division provides leadership and support for all divisions of the Auditor's Office. These functions include budgeting and accounting, Human Resource and payroll matters, purchasing and supplies, and managing all information technology systems. The division monitors problem-solving efforts throughout the office, provides information and expertise, and serves as a focal point for other agencies in the City.

This program is also responsible for overseeing the election processes in the City. Staff receive, process, and file all declarations of candidacy for City office; Contributions and Expenditure Reports; initiative, referendum, and recall petitions; and Council originated ballot measures.

The division supports all functions of the Auditor's Office and helps ensure good management of the operational programs. This program also coordinates office activities with the other functions of the City government through Citywide policy and management committees.

## PROGRESS BOARD

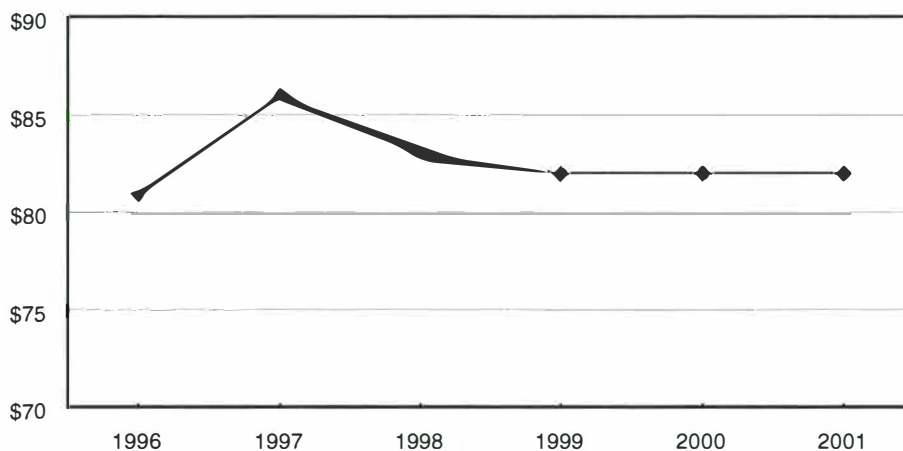
This program provides research and technical assistance to the Portland Multnomah Progress Board. The Board's staff maintain trend data on over 65 benchmarks on its website and produce two in-depth benchmark analyses each year. In 1999, these analyses will focus on salmon recovery and educational success.

The Portland Multnomah Progress Board was established in 1994 to identify and report on indicators (called benchmarks) which collectively gauge whether the community is meeting its goals and vision for the future. These benchmarks measure the livability of our community which is being increasingly challenged by population growth, environmental concerns, an underfunded education system, and the shift to a world economy. The local government, business, and educational leaders who serve on the board track major trends in the community and act as a catalyst for government, business, and community groups to improve the performance of the benchmarks.

## Performance Measures

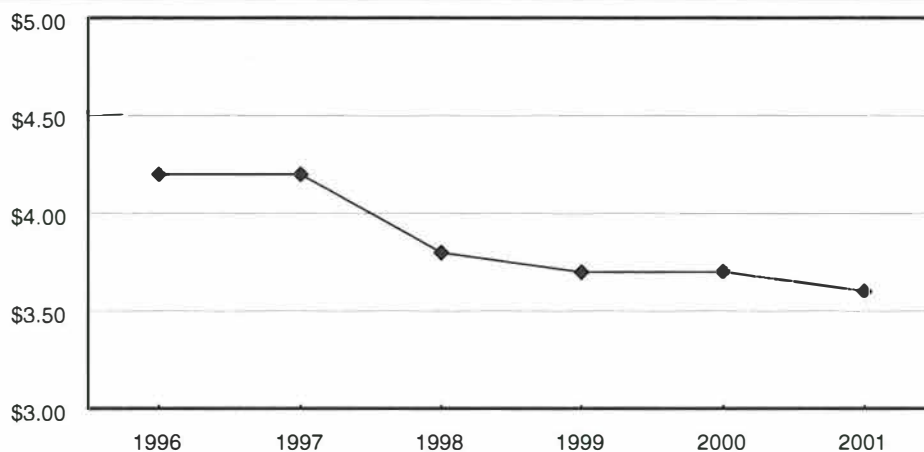
**Full cost per Audit Hour**

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



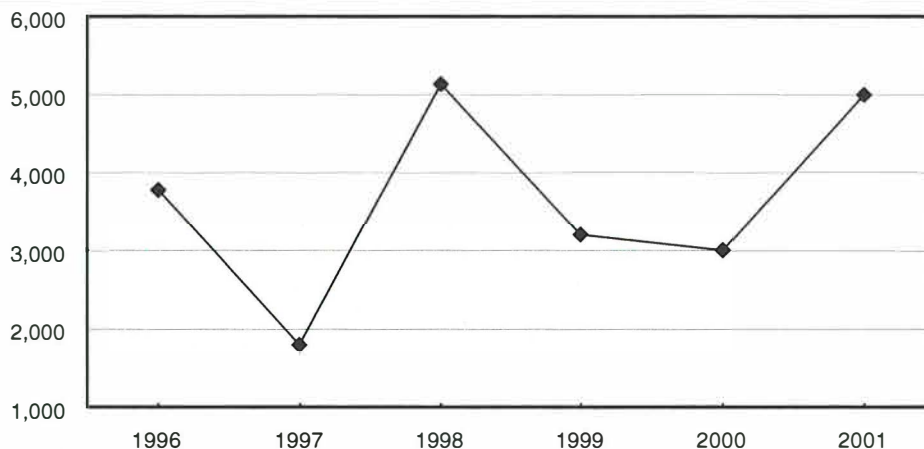
**Direct cost per retrieval and delivery of record**

- ◆ Direct costs have decreased since FY 1996.



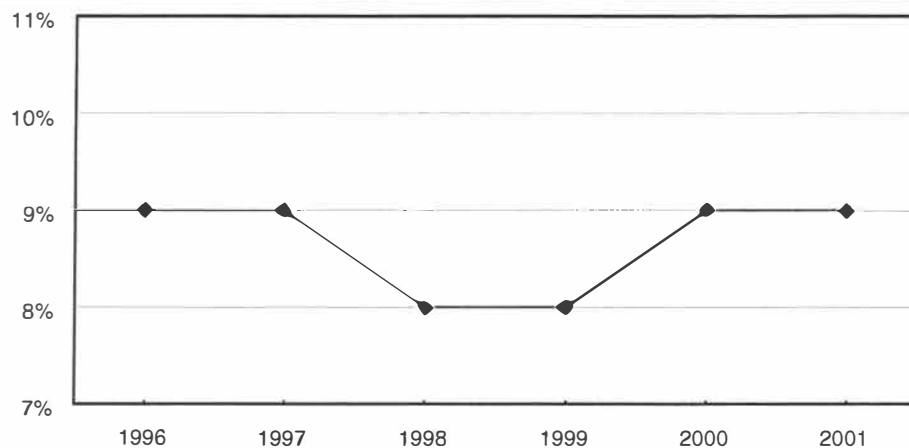
**New Liens recorded**

- ◆ The number of new liens recorded has increased substantially since FY 1997.



**Administrative costs as a % of total budget**

- ◆ Administrative Costs have consistently remained under 10% of the total budget.



|   | Actual<br>FY 1995-96 | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Yr End Est.<br>FY 1998-99 | Target<br>FY 1999-00 | Target<br>FY 2000-01 |
|---|----------------------|----------------------|----------------------|---------------------------|----------------------|----------------------|
| <b>Audit Services</b>   |                      |                      |                      |                           |                      |                      |
| <b>Workload</b>   |                      |                      |                      |                           |                      |                      |
| Number of reports issued  | 10                   | 10                   | 7                    | 9                         | 9                    | 9                    |
| <b>Effectiveness</b>  |                      |                      |                      |                           |                      |                      |
| Percent of report recommendations implemented -- Goal is 90%  | 90%                  | 90%                  | 86%                  | 85%                       | 90%                  | 90%                  |
| <b>Efficiency</b>   |                      |                      |                      |                           |                      |                      |
| Full cost per Audit Hour  | \$81                 | \$86                 | \$83                 | \$82                      | \$82                 | \$82                 |
| <b>City Recorder</b>  |                      |                      |                      |                           |                      |                      |
| <b>Workload</b>   |                      |                      |                      |                           |                      |                      |
| Number of Warrants processed  | 200,897              | 202,800              | 203,100              | 203,651                   | 204,120              | 204,150              |
| Record Retrieval Requests   | 43,224               | 45,000               | 46,776               | 48,647                    | 48,000               | 48,000               |
| <b>Effectiveness</b>  |                      |                      |                      |                           |                      |                      |
| Percent of Requests provided within 24 hours -- Goal 100%   | 99.70%               | 99.90%               | 99.50%               | 99.70%                    | 99.80%               | 99.80%               |
| <b>Efficiency</b>   |                      |                      |                      |                           |                      |                      |
| Direct cost per retrieval and delivery of record  | \$4.20               | \$4.20               | \$3.80               | \$3.70                    | \$3.70               | \$3.60               |
| <b>Fire &amp; Police Disability &amp; Retirement Fund</b>   |                      |                      |                      |                           |                      |                      |
| <b>Workload</b>   |                      |                      |                      |                           |                      |                      |
| Performance measurements are reported in the FPD&R budget   |                      |                      |                      |                           |                      |                      |
| <b>Hearings Officers</b>  |                      |                      |                      |                           |                      |                      |
| <b>Workload</b>   |                      |                      |                      |                           |                      |                      |
| Code Proceedings filed  | 447                  | 375                  | 290                  | 243                       | 240                  | 240                  |
| <b>Liens &amp; Assessments</b>  |                      |                      |                      |                           |                      |                      |
| <b>Workload</b>   |                      |                      |                      |                           |                      |                      |
| New Liens recorded  | 3,779                | 1,800                | 5,136                | 3,200                     | 3,000                | 5,000                |
| <b>Effectiveness</b>  |                      |                      |                      |                           |                      |                      |
| Posted payments as percent of billed accounts   |                      | 75%                  | 70%                  | 55%                       | 58%                  | 70%                  |
| <b>Efficiency</b>   |                      |                      |                      |                           |                      |                      |
| Annualized operating cost per Lien account  |                      | \$55.02              | \$72.90              | \$93.95                   | \$93.21              | \$88.88              |
| <b>Progress Board</b>   |                      |                      |                      |                           |                      |                      |
| <b>Workload</b>   |                      |                      |                      |                           |                      |                      |
| Number of Benchmark Audits issued   |                      |                      |                      | 1                         | 2                    | 2                    |
| <b>Effectiveness</b>  |                      |                      |                      |                           |                      |                      |
| Number of organizations that added benchmarks to their accountability systems, assisted by the Progress Board |                      |                      |                      | 2                         | 4                    | 4                    |
| <b>Efficiency</b>   |                      |                      |                      |                           |                      |                      |
| Percentage of Benchmarks reported on regularly  |                      |                      |                      | 72%                       | 80%                  | 90%                  |
| <b>Administration</b>   |                      |                      |                      |                           |                      |                      |
| <b>Effectiveness</b>  |                      |                      |                      |                           |                      |                      |
| Percent of City Auditor performance measures fully achieved -- Goal 100%                                      | 97%                  | 98%                  | 98%                  | 99%                       | 100%                 | 100%                 |
| <b>Efficiency</b>   |                      |                      |                      |                           |                      |                      |
| Administrative Costs under 10% of total budget  | 9%                   | 9%                   | 8%                   | 8%                        | 9%                   | 9%                   |



|   | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>EXPENDITURES</b>   |                      |                      |                       |                        |                       |
| <b>Operating Budget</b>   |                      |                      |                       |                        |                       |
| Personal Services   | 3,170,204            | 3,105,794            | 3,295,839             | 3,684,638              | 3,731,902             |
| External Materials and Service  | 448,511              | 374,333              | 595,871               | 609,052                | 698,333               |
| Internal Materials and Service  | 627,491              | 606,301              | 685,809               | 775,027                | 775,027               |
| Minor Capital Outlay  | 0                    | 0                    | 0                     | 0                      | 0                     |
| Equipment Cash Transfers  | 0                    | 4,700                | 0                     | 0                      | 0                     |
| <b>Total Operating Budget</b>   | 4,246,206            | 4,091,128            | 4,577,519             | 5,068,717              | 5,205,262             |
| Capital Improvements  | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>TOTAL BUREAU EXPENDITURES</b>  | <b>\$ 4,246,206</b>  | <b>\$ 4,091,128</b>  | <b>\$ 4,577,519</b>   | <b>\$ 5,068,717</b>    | <b>\$ 5,205,262</b>   |
| Allocated Overhead Costs  |                      |                      | 0                     | 0                      | 0                     |
| <b>Total Cost with Allocated Overhead</b>   |                      |                      | 4,577,519             | 5,068,717              | 5,205,262             |
| <b>Authorized Full-Time Positions</b>   |                      |                      |                       |                        |                       |
| General Fund Discretionary  | 30                   | 27                   | 27                    | 28                     | 28                    |
| <b>TOTAL POSITIONS</b>  | <b>56</b>            | <b>53</b>            | <b>53</b>             | <b>56</b>              | <b>56</b>             |
| <b>RESOURCES</b>  |                      |                      |                       |                        |                       |
| Discretionary General Fund  |                      | 1,336,056            | 1,206,935             | 1,296,986              | 1,349,997             |
| <b>Non-Discretionary Revenues</b>   |                      |                      |                       |                        |                       |
| Grants & Donations  |                      | 0                    | 0                     | 0                      | 0                     |
| Contract Revenues   |                      | 10,613               | 9,700                 | 76,594                 | 76,594                |
| Interagency Revenues  |                      | 1,608,389            | 1,983,647             | 2,188,683              | 2,201,728             |
| Bureau Program Revenues   |                      | 133,991              | 156,000               | 152,000                | 152,000               |
| Miscellaneous Revenue   |                      | 11,680               | 8,500                 | 8,500                  | 8,500                 |
| Overhead Revenues   |                      | 990,399              | 1,212,737             | 1,345,954              | 1,416,443             |
| <b>Total Non-Discretionary Revenues</b>   |                      | 2,755,072            | 3,370,584             | 3,771,731              | 3,855,265             |
| <b>TOTAL GENERAL FUND RESOURCES</b>   |                      | <b>\$ 4,091,128</b>  | <b>\$ 4,577,519</b>   | <b>\$ 5,068,717</b>    | <b>\$ 5,205,262</b>   |
| Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.         |                      |                      |                       |                        |                       |
| Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue. |                      |                      |                       |                        |                       |
| <b>PROGRAMS</b>   |                      |                      |                       |                        |                       |
| Audit Services  |                      | 950,908              | 962,916               | 987,091                | 1,037,241             |
| Positions   |                      | 9                    | 9                     | 9                      | 9                     |
| City Recorder   |                      | 857,815              | 841,561               | 876,336                | 876,336               |
| Positions   |                      | 12                   | 11                    | 11                     | 11                    |
| Fire & Police Disability & Retirement Fund  |                      | 441,469              | 516,354               | 664,168                | 664,168               |
| Positions   |                      | 7                    | 8                     | 9                      | 9                     |
| Hearings Officers   |                      | 418,660              | 480,562               | 510,676                | 532,807               |
| Positions   |                      | 5                    | 5                     | 5                      | 5                     |
| Liens & Assessments   |                      | 1,102,917            | 1,361,108             | 1,446,188              | 1,446,188             |
| Positions   |                      | 16                   | 16                    | 16                     | 16                    |
| Progress Board  |                      | 0                    | 0                     | 155,325                | 165,325               |
| Positions   |                      | 0                    | 0                     | 2                      | 2                     |
| Administration  |                      | 319,359              | 415,018               | 428,933                | 483,197               |
| Positions   |                      | 4                    | 4                     | 4                      | 4                     |
| <b>TOTAL PROGRAMS</b>   |                      | <b>\$ 4,091,128</b>  | <b>\$ 4,577,519</b>   | <b>\$ 5,068,717</b>    | <b>\$ 5,205,262</b>   |
| Positions   |                      | <b>53</b>            | <b>53</b>             | <b>56</b>              | <b>56</b>             |

|   | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>Personnel Services</b>                   |                      |                      |                       |                        |                       |
| 511000 Full-Time Employees                  | 1,928,142            | 1,906,964            | 2,384,392             | 2,679,137              | 2,679,137             |
| 512000 Part-Time Employees                  | 110,920              | 64,193               | 56,341                | 45,482                 | 45,482                |
| 514000 Overtime                             | 998                  | 652                  | 1,300                 | 300                    | 300                   |
| 515000 Premium Pay                          | 2,565                | 4,383                | 2,100                 | 3,250                  | 3,250                 |
| 517000 Benefits                             | 804,469              | 799,581              | 851,706               | 956,469                | 1,003,733             |
| 518000 Paid Absence                         | 323,110              | 330,021              | 0                     | 0                      | 0                     |
| <b>Total Personnel Services</b>             | <b>3,170,204</b>     | <b>3,105,794</b>     | <b>3,295,839</b>      | <b>3,684,638</b>       | <b>3,731,902</b>      |
| <b>Materials and Services</b>               |                      |                      |                       |                        |                       |
| <b>External Materials and Service</b>       |                      |                      |                       |                        |                       |
| 521000 Professional Services                | 221,737              | 238,812              | 302,968               | 318,616                | 383,766               |
| 522000 Utilities                            | 0                    | 0                    | 0                     | 0                      | 0                     |
| 523000 Equipment Rental                     | 0                    | 0                    | 0                     | 0                      | 0                     |
| 524000 Repair & Maintenance Services        | 5,809                | 7,785                | 27,855                | 28,356                 | 28,356                |
| 525000 Non-Capital Improvement              | 0                    | 0                    | 0                     | 0                      | 0                     |
| 528000 Local Match Payments                 | 0                    | 0                    | 0                     | 0                      | 0                     |
| 529000 Miscellaneous Services               | 119,764              | 43,367               | 53,602                | 50,679                 | 53,810                |
| 531000 Office Supplies                      | 12,257               | 11,913               | 33,692                | 33,378                 | 33,378                |
| 532000 Operating Supplies                   | 68,750               | 50,152               | 140,264               | 137,337                | 149,337               |
| 533000 Repair & Maintenance Supplies        | 0                    | 0                    | 0                     | 0                      | 0                     |
| 534000 Minor Equipment & Tools              | 0                    | 0                    | 0                     | 0                      | 0                     |
| 535000 Clothing & Uniforms                  | 0                    | 0                    | 0                     | 0                      | 0                     |
| 539000 Other Commodities External           | 0                    | 0                    | 0                     | 0                      | 0                     |
| 541000 Education                            | 6,651                | 8,301                | 12,330                | 17,052                 | 17,052                |
| 542000 Local Travel                         | 1,450                | 1,468                | 2,756                 | 2,006                  | 2,006                 |
| 543000 Out-of-Town Travel                   | 7,223                | 6,301                | 7,701                 | 10,140                 | 10,140                |
| 544000 Space Rental                         | 0                    | 0                    | 0                     | 0                      | 0                     |
| 545000 Interest                             | 0                    | 0                    | 0                     | 0                      | 0                     |
| 546000 Refunds                              | 0                    | 0                    | 1,868                 | 1,902                  | 1,902                 |
| 547000 Retirement System Payments           | 0                    | 0                    | 0                     | 0                      | 0                     |
| 549000 Miscellaneous                        | 4,870                | 6,234                | 12,835                | 9,586                  | 18,586                |
| <b>Total External Materials and Service</b> | <b>448,511</b>       | <b>374,333</b>       | <b>595,871</b>        | <b>609,052</b>         | <b>698,333</b>        |
| <b>Internal Materials and Service</b>       |                      |                      |                       |                        |                       |
| 551000 Fleet Services                       | 1,009                | 1,805                | 1,245                 | 1,760                  | 1,760                 |
| 552000 Printing & Distribution              | 117,494              | 110,355              | 101,372               | 104,205                | 104,205               |
| 553000 Facilities Services                  | 186,684              | 202,955              | 246,324               | 303,482                | 298,874               |
| 554000 Communications Services              | 47,995               | 42,698               | 45,535                | 49,568                 | 49,568                |
| 555000 Data Processing Services             | 201,267              | 181,952              | 236,461               | 259,194                | 263,802               |
| 556000 Insurance                            | 54,977               | 55,713               | 54,072                | 56,018                 | 56,018                |
| 557000 Master Lease                         | 18,065               | 9,948                | 0                     | 0                      | 0                     |
| 558000 Same Fund Services                   | 0                    | 875                  | 800                   | 800                    | 800                   |
| 559000 Other Fund Services                  | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>Total Internal Materials and Service</b> | <b>627,491</b>       | <b>606,301</b>       | <b>685,809</b>        | <b>775,027</b>         | <b>775,027</b>        |
| <b>Total Materials and Services</b>         | <b>1,076,002</b>     | <b>980,634</b>       | <b>1,281,680</b>      | <b>1,384,079</b>       | <b>1,473,360</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                     |
| 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                    | 4,700                | 0                     | 0                      | 0                     |
| 576000 Minor Equipment Transfers            | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>TOTAL BUREAU EXPENSES</b>                | <b>\$ 4,246,206</b>  | <b>\$ 4,091,128</b>  | <b>\$ 4,577,519</b>   | <b>\$ 5,068,717</b>    | <b>\$ 5,205,262</b>   |

| Class                            | Title                            | Actual<br>FY 1997 | Actual<br>FY 1998 | Revised<br>FY 1998-99 |                     | Approved<br>FY 1999-00 |                     | Adopted<br>FY 1999-00 |                     |
|----------------------------------|----------------------------------|-------------------|-------------------|-----------------------|---------------------|------------------------|---------------------|-----------------------|---------------------|
|                                  |                                  | No.               | No.               | No.                   | Amount              | No.                    | Amount              | No.                   | Amount              |
| 510                              | Accounting Assistant             | 1                 | 1                 | 1                     | 26,747              | 1                      | 29,641              | 1                     | 29,641              |
| 819                              | Administrative Assistant         | 1                 | 1                 | 3                     | 107,693             | 3                      | 128,941             | 3                     | 128,941             |
| 815                              | Administrative Specialist        | 5                 | 5                 | 3                     | 91,021              | 3                      | 85,379              | 3                     | 85,379              |
| 924                              | Administrative Supervisor III    | 0                 | 0                 | 1                     | 61,822              | 1                      | 60,365              | 1                     | 60,365              |
| 3212                             | Assessment Analyst               | 1                 | 1                 | 1                     | 41,957              | 1                      | 44,687              | 1                     | 44,687              |
| 859                              | Assistant Claims Technician      | 0                 | 0                 | 2                     | 58,836              | 2                      | 60,962              | 2                     | 60,962              |
| 826                              | Assistant Financial Analyst      | 0                 | 0                 | 1                     | 45,351              | 1                      | 38,139              | 1                     | 38,139              |
| 535                              | Assistant Management Auditor     | 0                 | 0                 | 0                     | 0                   | 1                      | 41,302              | 1                     | 41,302              |
| 962                              | Assistant Program Specialist     | 4                 | 3                 | 3                     | 149,646             | 3                      | 155,187             | 3                     | 155,187             |
| 514                              | Associate Accountant             | 1                 | 1                 | 0                     | 0                   | 0                      | 0                   | 0                     | 0                   |
| 928                              | Bureau Administrative Manager    | 1                 | 1                 | 1                     | 71,430              | 1                      | 74,073              | 1                     | 74,073              |
| 540                              | Chief Deputy City Auditor        | 1                 | 0                 | 0                     | 0                   | 0                      | 0                   | 0                     | 0                   |
| 3                                | City Auditor                     | 1                 | 1                 | 1                     | 70,345              | 1                      | 72,491              | 1                     | 72,491              |
| 114                              | Clerical Specialist              | 2                 | 2                 | 2                     | 62,390              | 2                      | 64,682              | 2                     | 64,682              |
| 131                              | Customer Accounts Specialist I   | 7                 | 7                 | 6                     | 196,590             | 6                      | 209,016             | 6                     | 209,016             |
| 118                              | Customer Services Representative | 1                 | 1                 | 1                     | 31,195              | 1                      | 32,341              | 1                     | 32,341              |
| 541                              | Deputy City Auditor - Admin      | 1                 | 1                 | 1                     | 61,241              | 1                      | 63,509              | 1                     | 63,509              |
| 538                              | Director Of Audits               | 1                 | 1                 | 1                     | 79,156              | 1                      | 82,079              | 1                     | 82,079              |
| 245                              | Hearings Clerk                   | 3                 | 3                 | 3                     | 119,162             | 3                      | 123,539             | 3                     | 123,539             |
| 935                              | Hearings Officer                 | 2                 | 2                 | 2                     | 137,464             | 2                      | 143,169             | 2                     | 143,169             |
| 2542                             | Information Systems Analyst II   | 1                 | 0                 | 0                     | 0                   | 0                      | 0                   | 0                     | 0                   |
| 2544                             | Information Systems Analyst IV   | 0                 | 1                 | 1                     | 52,465              | 1                      | 62,510              | 1                     | 62,510              |
| 536                              | Management Auditor               | 2                 | 2                 | 2                     | 99,658              | 2                      | 101,277             | 2                     | 101,277             |
| 966                              | Program Coordinator              | 0                 | 1                 | 1                     | 48,812              | 1                      | 51,404              | 1                     | 51,404              |
| 968                              | Program Manager I                | 1                 | 1                 | 1                     | 56,133              | 1                      | 60,365              | 1                     | 60,365              |
| 970                              | Program Manager II               | 3                 | 3                 | 2                     | 122,482             | 2                      | 127,018             | 2                     | 127,018             |
| 964                              | Program Specialist               | 3                 | 2                 | 2                     | 102,515             | 2                      | 108,251             | 2                     | 108,251             |
| 846                              | Risk Specialist                  | 1                 | 1                 | 0                     | 0                   | 0                      | 0                   | 0                     | 0                   |
| 220                              | Secretarial Clerk I              | 3                 | 2                 | 2                     | 56,502              | 2                      | 60,994              | 2                     | 60,994              |
| 221                              | Secretarial Clerk II             | 3                 | 3                 | 1                     | 30,568              | 1                      | 28,820              | 1                     | 28,820              |
| 515                              | Senior Accountant                | 0                 | 0                 | 1                     | 38,022              | 1                      | 42,238              | 1                     | 42,238              |
| 816                              | Senior Administrative Specialist | 0                 | 0                 | 2                     | 74,124              | 2                      | 78,192              | 2                     | 78,192              |
| 713                              | Senior Deputy City Attorney      | 0                 | 0                 | 0                     | 0                   | 1                      | 86,376              | 1                     | 86,376              |
| 828                              | Senior Financial Analyst         | 1                 | 1                 | 0                     | 0                   | 0                      | 0                   | 0                     | 0                   |
| 537                              | Senior Management Auditor        | 5                 | 5                 | 5                     | 291,065             | 6                      | 362,190             | 6                     | 362,190             |
| <b>TOTAL FULL-TIME POSITIONS</b> |                                  | <b>56</b>         | <b>53</b>         | <b>53</b>             | <b>\$ 2,384,392</b> | <b>56</b>              | <b>\$ 2,679,137</b> | <b>56</b>             | <b>\$ 2,679,137</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       |             |   |
|   | 4,887,425 | 0        | 4,887,425           | 54.0        | FY 1999-2000 Current Service Level Estimate |
| <b>CSL Estimate Adjustments</b>                 |           |          |                     |             | None  |
| <b>Mayor's Proposed Budget Decisions</b>        |           |          |                     |             |   |
| 5,946   | 0         |          | 5,946               | 0.0         | Backbone -- Hearings Officer                |
| 7,000   | 0         |          | 7,000               | 0.0         | Increased Audit Costs                       |
| 155,325   | 0         |          | 155,325             | 2.0         | Progress Board Transfer                     |
| 4,848   | 0         |          | 4,848               | 0.0         | Child Care Facility                         |
| 3,985   | 0         |          | 3,985               | 0.0         | City Hall Janitorial                        |
| 4,188   | 0         |          | 4,188               | 0.0         | BIT Interagency                             |
| <b>Approved Budget Additions and Reductions</b> |           |          |                     |             | None  |
| <b>Adopted Budget Additions and Reductions</b>  |           |          |                     |             |   |
| 8,702   | 0         |          | 8,702               | 0.0         | IT Position Adjustment                      |
| 0   |           | 15,000   | 15,000              | 0.0         | Carryover Parks Bureau Audit                |
| 0   |           | 10,000   | 10,000              | 0.0         | Carryover Progress Board Audit              |
| 20,528  | 0         |          | 20,528              | 0.0         | PERS Correctino                             |
| 34,120  | 0         |          | 34,120              | 0.0         | Hearing Officers Move                       |
| 35,150  | 0         |          | 35,150              | 0.0         | CAFR & Single Audit                         |
| 13,045  | 0         |          | 13,045              | 0.0         | I/A Increase w/ LID                         |
| 292,837   |           | 25,000   | 317,837             | 2.0         | Total FY 1999-2000 Decision Packages        |
|   |           |          | <b>\$ 5,205,262</b> | <b>56.0</b> | Total Adopted Budget                        |
| <b>FY1999-2000 Decision Packages Not Funded</b> |           |          |                     |             | None  |
|   |           |          | <b>\$ 0</b>         | <b>0.0</b>  | Total Decision Packages Not Funded          |

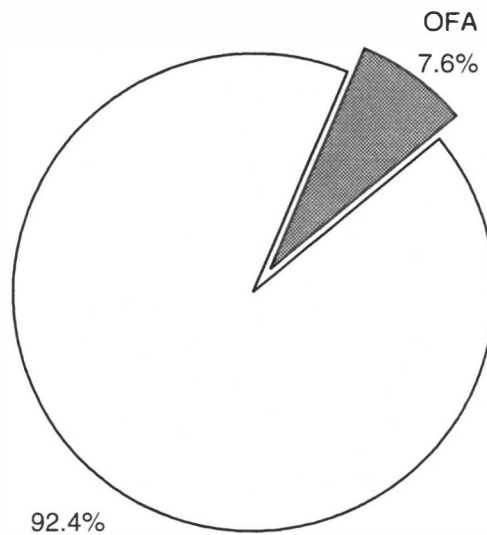
# Office of Finance and Administration

Legislative, Administrative and Support Services Service Area

Mayor Vera Katz, Commissioner-in-Charge

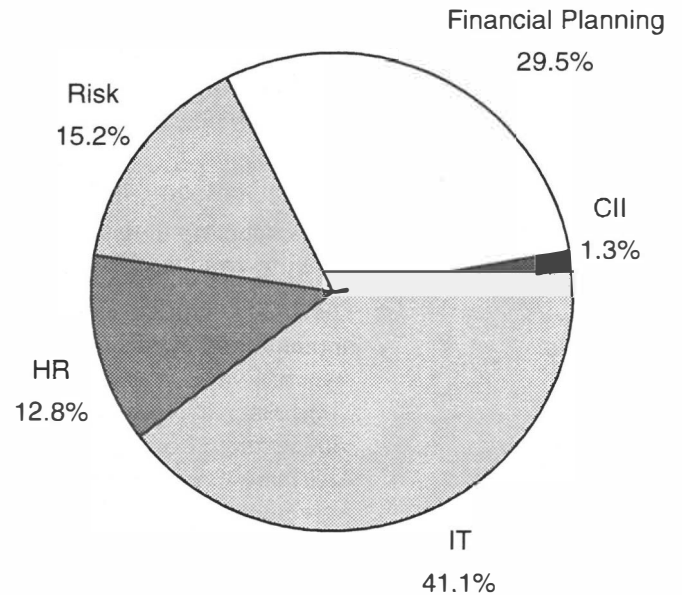
Timothy Grewe, Director

Percent of General Fund



General Fund = \$349.4 Million

Bureau Programs



Bureau Overview

| Expenditures in Millions                  | Revised<br>FY 1998-99 | Adopted<br>FY 1999-00 | Change from<br>Prior Year | Per Capita<br>Change |
|---|-----------------------|-----------------------|---------------------------|----------------------|
| Operating                                 | 24,561,231            | 26,613,511            | 2,052,280                 | 3.7%                 |
| Capital                                   | 0                     | 0                     | 0                         | 0.0%                 |
| Allocated City Overhead Costs             | 0                     | 0                     | 0                         | 0.0%                 |
| <b>Total Cost with Allocated Overhead</b> | <b>\$ 24,561,231</b>  | <b>\$ 26,613,511</b>  | <b>\$ 2,052,280</b>       | <b>3.7%</b>          |
| Authorized Full-Time Positions            | 186                   | 189                   | 3                         | -2.7%                |

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

# Bureau Summary

## BUREAU MISSION

We strive to provide visionary stewardship of the City's human, financial and information resources to enable the City to provide quality services to its citizens.

## BUREAU HIGHLIGHTS

### Overview

The Office of Finance and Administration (OF&A) provides services to the Mayor, Council and bureaus in the following areas:

*OF&A supports Council's strategic goals and strategies through its wide array of services.*

- ◆ Financial planning; budget development; investment of the City's funds' debt issuance and management; and federal, state and foundation grant compliance and reporting.
- ◆ Human resources management and affirmative action.
- ◆ Intergovernmental collaboration in growth and service delivery policy issues.
- ◆ Corporate information technology strategic planning and services, including the Geographic Information System (GIS).
- ◆ Management and administration of the City's self-insurance programs (workers' compensation, liability, and employee benefits).
- ◆ Leadership in developing and implementing a Citywide approach to service improvement and labor-management partnerships.

The Office of Finance and Administration provides leadership in the development and implementation of City policies which guide the City in managing its financial, human resources and information systems. These policies include the Financial Plan, Comprehensive Financial Policy, General Reserve Policy, Investment Policy, Debt Management Policy, Information Technology Strategic Plan, GIS Strategic Plan, Affirmative Action Plan, Personnel Rules, Compensation Policy, and Collective Bargaining Agreements.

The Office of Finance and Administration has made significant contributions to the financial, human resources and information technology operations of the City. The City has consistently been recognized as one of the nation's best financially managed cities as well as a leader in innovation.

### Accomplishments

OF&A programs boast a number of accomplishments during the past year.

- ◆ Council adoption of Citywide policies related to use of City resources, inclement weather and violence in the workplace.
- ◆ Streamlined recruitment and selection processes resulting in an increased number of recruitments and improved turnaround.
- ◆ Continued progress on the District Council of Trade Unions (DCTU) classification and compensation study. The classification structure has been adopted by Council. The compensation component is currently being negotiated.
- ◆ Implementation of the Information Technology classification/compensation study.
- ◆ Preparation of an updated City Affirmative Action Plan and bureau Affirmative Action Compliance Strategies.
- ◆ Continued leadership in the Citywide Service Improvement Initiative efforts to promote improved efficiency and productivity through labor management collaboration.
- ◆ Continued emphasis on loss prevention and wellness.

- ◆ Development and implementation of the budget automation publishing software.
- ◆ Continued oversight of the Oregon Arena project to ensure the City's interests and investments are protected.
- ◆ Leadership in issues surrounding the future of Civic Stadium.
- ◆ Leadership in the Public Employees' Retirement (PERS) and Fire & Police Disability & Retirement Board (FPD&R) liability issues.
- ◆ Continued leadership in maintaining the City's Aaa credit rating and financial reporting as evidenced by the annual receipt of the Government Finance Officers Association Certificate of Achievement in Governmental Financial Reporting and the Distinguished Budget Presentation Award.
- ◆ Completion of the Federal Single Audit and Federal Indirect Cost Plan.
- ◆ Continued partnerships with regional jurisdictions in 2040 growth and ORS 195 service delivery policy issues.
- ◆ Leadership in the Transportation Growth Management grant project to determine fiscal and service impacts of projected City growth and the development of a strategic financial plan in response to the findings.
- ◆ Financial leadership and/or active participation in a variety of economic development projects, such as North Macadam, light rail, Oregon Convention Center, River District and the Central City Streetcar.
- ◆ Continued leadership in corporate information technology strategic planning and implementation, GIS, and readiness for Year 2000. Citywide standards have been established and are well into the implementation phase.
- ◆ Development of a Request for Proposal and contract award for the backbone for Development Services Building.
- ◆ Initiation of a cost of service study for Bureau of Information Technology services. The study will provide the framework for establishing rates in the next two year budget cycle and beyond.
- ◆ Proactive Year 2000 preparedness planning for City bureaus and coordination with external business and infrastructure partners.
- ◆ Formation of the City of Portland Year 2000 Council with representatives of organizations and agencies which provide critical public services.



## General Description

### CHANGES FROM PRIOR YEAR

#### OF&A Budget Changes From FY 1998-99

The FY 1999-00 budget maintains OF&A's ability to continue current levels of service. Council-approved additions to the budget include:

#### Council Additions to OF&A's Current Service Level

**Citywide Service Improvement Initiative:** The ongoing addition of \$147,376 restores the program to the pre-Ballot Measure 47/50 current service level. It provides for the hiring of an *internal organizational development consultant* to build inhouse capacity to achieve and enhance the desired outcomes of the initiative. Additions to OF&A's budget support programs or activities which impact and benefit the entire City and support Council's goals and priorities.

*Additions to OF&A's CSL  
budget support Citywide  
initiatives.*

**Grant Seeking:** \$95,000 is included in the grants budget for a two-year pilot project to seek opportunities for additional grant funding for City projects.

**GIS HUB:** A one-time allocation of \$580,500 supports the GIS HUB, a central storage, and application site for corporate GIS data.

**Miscellaneous:** Ongoing General Fund target adjustments totaling \$202,715 to provide funds for child care, BIT costs, and the network backbone.

**Year 2000 (Y2K) Education/Outreach:** The one-time allocation of \$250,000 funds a public information campaign to educate citizens on Year 2000 readiness of the City and essential services. It will also provide them with useful information in assessing and improving their personal and family readiness for emergencies.

**External City Job Opportunity Advertising:** \$16,000 is added to the ongoing current service level of human resources' advertising budget in order to enhance outreach efforts to attract a diverse and qualified candidate pool for City jobs.

**Your City Your Choice (YCYC):** An ongoing, second year budget allocation of \$100,000 supports community outreach efforts to ensure community input into funding decisions regarding service priorities.

**Carryover:** A carryover appropriation from FY1998-99 totaling \$722,797 is included in the FY 1999-00 budget. Projects for which funds are carried into FY 1999-00 include: a non-represented classification and compensation study; a human resources data base functional assessment; the enterprise Geographic Information System; Information Technology Strategic Plan implementation dollars; Year 2000 setaside for unanticipated requirements; and system and process reengineering dollars for OF&A systems and processes which impact City bureaus.



## FUNDING SOURCES

The Office of Finance and Administration's \$26,613,511 budget is funded by a combination of resources:

- ◆ General Fund discretionary is \$7,565,901, or approximately 28% of OF&A's total budget.
- ◆ General Fund overhead revenues total \$5,522,451, or 21%.
- ◆ Grant carryover in the amount of \$66,765 is included in the FY 1999-00 budget for completion of work associated with the Citywide Service Improvement Initiative.
- ◆ Bureau specific revenue totals \$296,219 and includes revenue associated with voluntary payroll deductions and interest earnings by Treasury in the maintenance of Trustee Accounts.
- ◆ Interagency revenue totals \$12,909,753, or 48.5% of FY 1999-00 Adopted appropriation.
  - ❖ Debt Management is funded 100% by interagencies.
  - ❖ Treasury is funded 91% by interagencies and bureau specific revenue, with approximately 9% General Fund discretionary funding.
  - ❖ Administrative and operational costs for the Risk Management Program reside in the General Fund and are supported 100% by interagency revenues from the Health, Workers Compensation, and Insurance and Claims Funds.
  - ❖ Administrative and operational costs for Information Technology reside in the General Fund. The Information Technology Fund interagencies with OF&A General Fund for these costs. Nine percent of BIT's budget is currently supported by General Fund discretionary and overhead.
  - ❖ Bond and note sales reflect revenue in the amount of \$100,000 in anticipation of bond sales related to the Fire and Police Disability and Retirement Fund and Public Employees Retirement System liabilities.

*Debt, Treasury, Risk Management and Information Technology recover their operating costs primarily through interagency agreements with their customers.*

## Strategic Direction

### VISION AND VALUES

#### Corporate Values

Organizational Excellence -- We believe the Office of Finance and Administration should plan for change and growth in the City and in our organization. We strive to clearly define the current and future direction of our organization. We advocate seeking creative solutions, learning from our mistakes, and taking pride in our work. We believe in celebrating our successes and rewarding excellence. We seek to reflect the diversity of Portland's population in our workforce. We promote a work environment which allows us to balance our professional and personal lives.

*The OF&A Values were developed through an extensive effort involving all OF&A employees.*

Personal Development -- We respect the contributions of every employee and welcome the different perspectives brought by a diverse workforce. We believe in fair and equal treatment of each person. We support the development of professional, creative, and civic skills through education, training and professional affiliations. We promote personal and mental health. We encourage personal pride in the City.

Personal Excellence -- We strive to do high quality, creative, and timely work for the City and its citizens. We believe in personal initiative, perseverance, and responsibility. We advocate honesty, integrity, and loyalty. We enjoy good humor, positive attitudes, and constructive change.

Teamwork -- We are dedicated to open communication and participatory solutions to problems we face. We share a commitment to Portland's citizens, to the City, and to our organization. We believe in trusting each other and working together. We encourage active participation in shaping the future direction of the Office of Finance and Administration and the City of Portland.

### MANAGEMENT GOALS & OBJECTIVES

#### Management Objectives for FY 1999-00

The Office of Finance and Administration will provide leadership, management and support in FY 1999-00 for the following objectives:

- ◆ Revisit and refine OF&A's approach to service improvement and customer service to ensure ongoing integration of continuous improvement and customer service into OF&A's daily business.
- ◆ A continuous improvement review of the two-year budget process to facilitate Council decision-making and to further streamline the process.
- ◆ Review, refinement, and implementation of the Your City, Your Choice citizen involvement/outreach for the FY 2000-02 budget process.
- ◆ Oversight of the Oregon Arena project to ensure the City's interests and investments are protected.
- ◆ Oversight of the Civic Stadium redevelopment project.
- ◆ Continuing emphasis on rebate compliance to ensure arbitrage requirements are successfully met.
- ◆ Continued leadership in maintaining the City's Aaa bond rating.
- ◆ Develop a long-term financing strategy for the Public Employees Retirement System pension liability.
- ◆ Implement a grant seeking pilot project to enhance the City's ability to obtain grant funding for projects.

- ◆ Implement reorganization of the Accounting Division and initiate system and process improvements to facilitate City business needs.
- ◆ Complete assessment and analysis for implementation of new financial reporting models promulgated by the Governmental Accounting Standards Board.
- ◆ Design and development of a comprehensive human resources strategy.
- ◆ Continuing development and enhancement of a comprehensive human resources management information system.
- ◆ Redesign the City's performance management program and implement and train City managers, supervisors and employees in its use.
- ◆ Initiate and complete an update to the non-represented classification and compensation structure.
- ◆ Implement the District Council of Trade Unions (DCTU) classification and compensation study.
- ◆ Negotiate successor agreements with Portland Police Association (PPA), Fire, City of Portland Professional and Engineering Employees Association (COPPEA), and a wage reopener with DCTU related to the DCTU study.
- ◆ Process improvement efforts in recruitment and selection, including targeted outreach to attract diverse candidates, employee relations, and compensation and salary administration practices and processes.
- ◆ Assist bureaus in assessing long-term workforce and organizational needs and in developing strategies to meet skill needs, improve employee skills, and organizational effectiveness.
- ◆ Implement the goals and strategies contained in the FY 1999-2001 Affirmative Action Plan.
- ◆ Continued implementation of the Citywide Information Technology Strategic Plan and the Enterprise Geographic Information System.
- ◆ Implementation of a Computer Virus Protection and Recovery Plan.
- ◆ Reorganization of the Bureau of Information Technology (BIT) and process improvement to continue the bureau's development as a leader and premier provider of Information Technology services.
- ◆ Completion of the BIT Cost of Service Study and implementation of the resulting rate structure and cost allocation methodologies for FY 2000-02 interagencies.
- ◆ Continued planning and implementation to ensure a smooth transition of the City's automated systems to Year 2000.
- ◆ Continuing emphasis on Loss Prevention.
- ◆ Continuing coordination, participation in, and support of Labor-Management Benefits Committee.
- ◆ Development and implementation of a Benefits Plan Redesign, including employee communication and involvement.
- ◆ Develop a long-term funding strategy for the Fire and Police Disability and Retirement Fund's pension liability.

## COUNCIL PRIORITIES

### Council Issues and Priorities

OF&A supports Council's strategic goals and strategies through its wide array of services.

### **Future Focus**

The Office of Finance and Administration provides services to the Mayor, City Council and bureaus in the areas of financial planning and management, human resources, information technology, Citywide service improvement and insurance related activities. The activities of OF&A contribute most directly to the goals of "Credible, Efficient, Responsive, Affordable, and Accessible Delivery of Public Service" and "Financial Stability of the City." 1999 marks OF&A's eighth year of continuous improvement and customer service emphasis. Systems and processes are under review to ensure contemporary and effective systems and processes are in place which meet the City and bureaus' business needs.

### **Portland/Multnomah Benchmarks**

OF&A partners with the Council and City bureaus in delivery of service to Portland's citizens. The activities of OF&A contribute most directly to the benchmarks of Economic Prosperity, Government Performance, Neighborhood Livability and Public Safety.

OF&A also shares information with and receives input from citizens through community budget forums, the Public Utility Review Board and other citizen committees and boards. A joint City-Multnomah County Affirmative Action Office has been in place for nearly a decade.

OF&A participates in a variety of forums with other regional jurisdictions (Metro, Gresham, Multnomah County, to name a few) on a variety of topics. The OF&A Director regularly attends the metro area managers meeting to share discuss and process issues of common interest. Additionally, OF&A regularly collaborates with the business community with such agencies as the Chamber of Commerce, Regional Arts and Culture Council and the Association for Portland Progress.

### **BUDGET NOTES**

- ◆ The Office of Finance and Administration (OF&A) will continue efforts to effectively manage the increasing costs of pensions for city employees by analyzing options in managing and funding the retirement systems. This effort includes the Public Employees Retirement System (PERS), and the Fire and Police Disability and Retirement Fund. OF&A will report progress quarterly to the Council.

# Overview of Programs

## FINANCIAL PLANNING AND MANAGEMENT

This program is composed of the Divisions of Financial Planning, Accounting, Public Finance and Treasury, and the Grants Compliance, Spectator Facilities and Urban Services teams.

Major program activities include:

- ◆ Operating budget development.
- ◆ Financial planning and operational review of the City's utilities--water, sewer and transportation--in concert with the City's Public Utility Review Board.
- ◆ Long-range financial forecasting for the City's General Fund and related funds.
- ◆ Capital budget planning, development and management of the Capital Review Committee.
- ◆ Management of the City's corporate accounting systems and processes, including preparation of the Comprehensive Annual Financial Report.
- ◆ Debt issuance and compliance.
- ◆ Preservation of the City's Aaa credit rating.
- ◆ Oversight of the Oregon Arena and leadership in the Civic Stadium redevelopment project.
- ◆ Management of the City's approximately \$600 million investment portfolio.
- ◆ Collaboration with regional jurisdictions in 2040 growth and ORS 195 service delivery policy issues.
- ◆ Federal, state and foundation grant management, including oversight of the Federal Single Audit and Davis-Bacon.

## HUMAN RESOURCES

The Bureau of Human Resources and the City-County Affirmative Action Office comprise the Human Resources Program. Major objectives of the program include:

- ◆ Leadership in development and implementation of a Citywide Human Resources Strategy.
- ◆ Formulation of cooperative labor-management strategies.
- ◆ Recruitment and selection of qualified candidates for City positions.
- ◆ Development and administration of a Citywide employee development program.
- ◆ Maintenance of a contemporary and effective classification and compensation system.
- ◆ Outreach efforts to ensure a work force representative of our community.
- ◆ Awareness training which promotes an organizational culture which values diversity and provides equal opportunity.

## CITYWIDE SERVICE IMPROVEMENT INITIATIVE

The Citywide Service Improvement Program resides in the Bureau of Human Resources. It provides leadership, in collaboration with the City Council, City managers and labor, in building labor and management partnerships and projects directed toward improved organizational performance.

## **INFORMATION TECHNOLOGY PLANNING AND OPERATIONS**

The Information Technology Program coordinates five major technology programs: the Bureau of Information Technology (BIT), the Corporate Geographic Information Systems (CGIS) Program, the Information Technology Strategic (ITSP) Team, the Year 2000 (Y2K) project, and the OF&A operated Technology Learning Center.

The objectives of the program are to:

- ◆ Develop, implement, operate and maintain quality and cost effective departmental and Citywide information systems based on process analysis and application of appropriate technology to meet the City's business needs.
- ◆ Support users in the productive use of information technology through training, troubleshooting, and service restoration.
- ◆ Development of Citywide strategies to improve application of technology both to improve citizen access to information and services as well as to improve the internal effectiveness of City operations.
- ◆ Ensure the City is Year 2000 compliant to ensure the uninterrupted delivery of essential services.

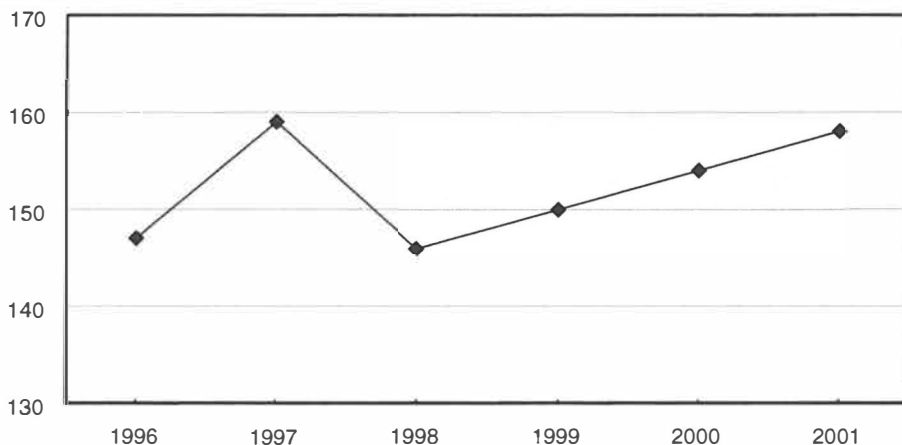
## **RISK MANAGEMENT**

Risk Management manages and administers the City's insurance activities in the areas of Workers' Compensation, General and Fleet Liability and Employee Benefits. Additionally, it provides leadership and support to bureaus in loss prevention.

## Performance Measures

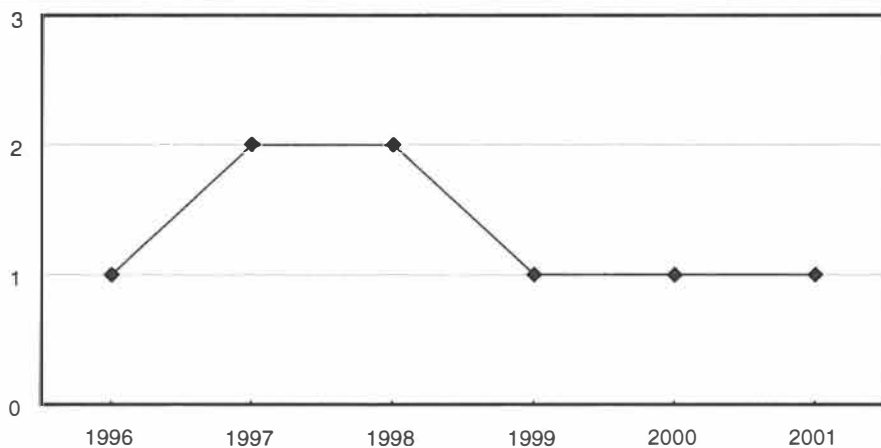
### Number of Active Federal Grants

- ◆ Grants are expected to increase in the future
- ◆ A Grants Seeker position has been added in the budget



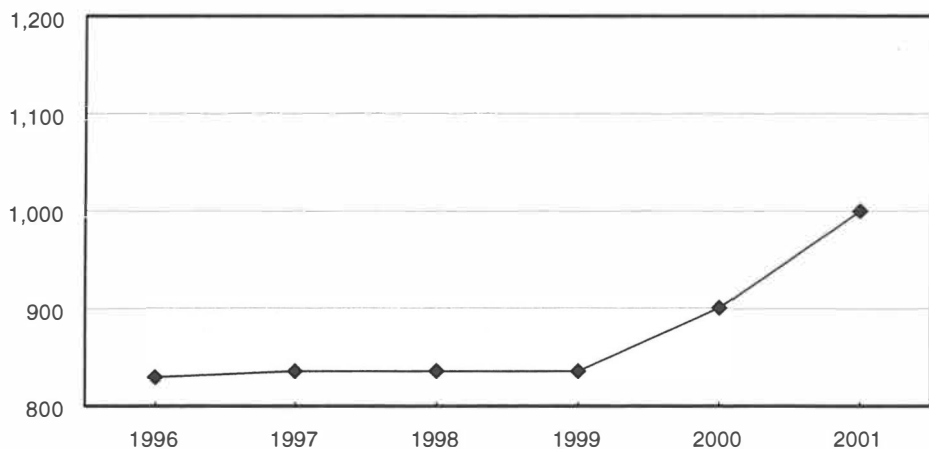
### Oregon Arena Management Financial Plans

- ◆ The Plan is a communication tool designed to inform the Council of the short and long-term issues confronting the project



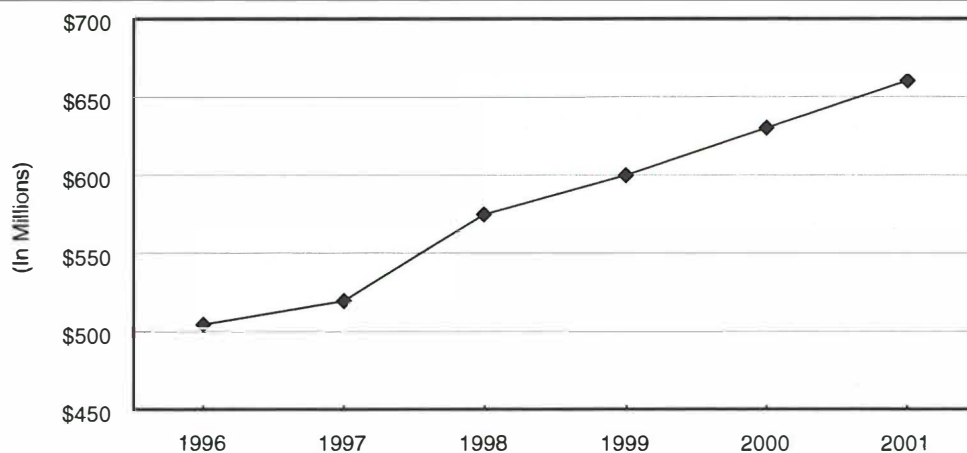
### Number of Liability Claims

- ◆ Liability claims are expected to remain stable



### Investment Portfolio Managed

- ◆ The Investment Portfolio continues to increase.
- ◆ The portfolio size is impacted by City fund balances and the issuance of debt.





|  | Actual<br>FY 1995-96 | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Yr End Est.<br>FY 1998-99 | Target<br>FY 1999-00 | Target<br>FY 2000-01 |
|--|----------------------|----------------------|----------------------|---------------------------|----------------------|----------------------|
| <b>Financial Planning and Management</b>             |                      |                      |                      |                           |                      |                      |
| <b>Workload</b>                                      |                      |                      |                      |                           |                      |                      |
| Number of budget documents produced                  | 5                    | 5                    | 5                    | 5                         | 4                    | 5                    |
| Investment Portfolio                                 | \$505                | \$520                | \$575                | \$600                     | \$630                | \$660                |
| Number of Active Federal Grants                      | 147                  | 159                  | 146                  | 150                       | 154                  | 158                  |
| No. of PURB Meetings                                 |                      | 60                   | 60                   | 60                        | 60                   | 60                   |
| Long-Term Debt Under Issuance                        |                      | \$0.99               | \$1.00               | \$1.20                    | \$1.40               | \$1.50               |
| Oregon Arena Management Financial Plans              | 1                    | 2                    | 2                    | 1                         | 1                    | 1                    |
| <b>Effectiveness</b>                                 |                      |                      |                      |                           |                      |                      |
| Accuracy of Financial Forecast                       |                      | 2.3%                 | 3.0%                 | 3.0%                      | 3.0%                 | 3.0%                 |
| GFOA Budget Quality Award                            |                      | 1                    | 1                    | 1                         | 1                    | 1                    |
| No. of Grant Audit Findings                          |                      | 5                    | 6                    | 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             |
| No. Days After FY End to Issue CAFR                  |                      | 165                  | 165                  | 165                       | 165                  | 165                  |
| No. of Payroll Warrants Without Error                |                      | 155,000              | 155,000              | 163,000                   | 163,000              | 163,000              |
| Percent of Invoices Collected Within 60 Days         |                      | 85%                  | 85%                  | 85%                       | 85%                  | 85%                  |
| <b>Efficiency</b>                                    |                      |                      |                      |                           |                      |                      |
| Financial Outlooks Issued Within 15 Days of AP End   |                      | 80%                  | 100%                 | 100%                      | 100%                 | 100%                 |
| City's Bond Rating                                   |                      | Aaa                  | Aaa                  | Aaa                       | Aaa                  | Aaa                  |
| <b>Risk Management</b>                               |                      |                      |                      |                           |                      |                      |
| <b>Workload</b>                                      |                      |                      |                      |                           |                      |                      |
| No. of Workers' Compensation Claims                  |                      | 346                  | 346                  | 346                       | 346                  | 346                  |
| Number Participants in Benefits Program              |                      | 5,696                | 5,771                | 5,771                     |                      |                      |
| Number of Liability Claims                           | 830                  | 836                  | 836                  | 836                       | 900                  | 1,000                |
| <b>Effectiveness</b>                                 |                      |                      |                      |                           |                      |                      |
| No. of Liability FTE's                               |                      | 7                    | 7                    | 7                         | 7                    | 7                    |
| No. of Workers' Comp FTEs                            |                      |                      | 7.00                 | 5.50                      | 5.50                 | 5.50                 |
| No. of Benefit FTEs                                  |                      |                      | 6.00                 | 6.50                      | 6.50                 | 6.50                 |
| <b>Efficiency</b>                                    |                      |                      |                      |                           |                      |                      |
| Cost of I&C Services as % of Net City Budget         |                      |                      | 98.00%               | 112.00%                   | 112.00%              | 112.00%              |
| Cost of WC Services as % of Net City Budget          |                      |                      | 133.00%              | 131.00%                   | 131.00%              | 131.00%              |
| Cost of Benefit Services as % of Net City Budget     |                      |                      | 4.84%                | 5.28%                     | 5.28%                | 5.28%                |
| <b>Human Resources</b>                               |                      |                      |                      |                           |                      |                      |
| <b>Workload</b>                                      |                      |                      |                      |                           |                      |                      |
| Personnel Action Notices Processed                   |                      | 9,800                | 8,095                | 9,200                     | 9,200                | 9,200                |
| Grievances Processed                                 |                      | 48                   | 17                   | 80                        | 38                   | 37                   |
| Hours Spent in Collective Bargaining                 |                      | 2,682                | 2,000                | 2,000                     | 2,000                | 2,000                |
| Hours Spent in Contract Administration               |                      | 4,293                | 5,018                | 5,018                     | 5,018                | 5,018                |
| Number of Classification Actions                     |                      | 300                  | 248                  | 2,200                     | 1,300                | 300                  |
| Training Participant Hours                           |                      | 12,073               | 12,300               | 13,200                    | 14,570               | 14,570               |
| Employment Exams Posted                              |                      | 140                  | 200                  | 200                       | 215                  | 215]                 |

|   | Actual<br>FY 1995-96 | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Yr End Est.<br>FY 1998-99 | Target<br>FY 1999-00 | Target<br>FY 2000-01 |
|---|----------------------|----------------------|----------------------|---------------------------|----------------------|----------------------|
| <b>Effectiveness</b>  |                      |                      |                      |                           |                      |                      |
| Percent Reduction in Number of Contract Administration Grievances                     |                      | 5.0%                 | 65.0%                | 0.0%                      | .52.5                | 2.6%                 |
| Percent of Workforce Classifications Reviewed Annually                                |                      | 20%                  | 25%                  | 40%                       | 25%                  | 10%                  |
| Percent of Exam/Class Appeals Resolved Prior to Civil Service Board Action            |                      | 94%                  | 95%                  | 95%                       | 95%                  | 95%                  |
| Percent of Customer Service Surveys on Exams With Ratings of 4 or 5 on a Scale of 1-5 | 96%                  | 84%                  | 96%                  | 96%                       | 95%                  | 95%                  |
| Minority Employees as a Percent of Portland SMSA Availability                         |                      | 84.62%               | 82.97%               | 81.76%                    | 85.00%               | 85.00%               |
| Females in Protected Services Category as a Percent of Workforce Availability         |                      | 89.02%               | 70.00%               | 78.00%                    | 90.00%               | 90.00%               |
| Percent of Affirmative Action Plan Implemented  |                      | 65%                  | 100%                 | 65%                       | 80%                  | 100%                 |
| Percent EEO Complaints Investigated   |                      | 90%                  | 100%                 | 90%                       | 70%                  | 70%                  |
| Percent EEO Complaints Mediated   |                      | 10%                  | 0%                   | 10%                       | 30%                  | 30%                  |
| Percent Reduction in Number of Contract Administration Grievances                     |                      | 5.0%                 | 65.0%                | 0.0%                      | .52.5                | 2.6%                 |
| Percent of Workforce Classifications Reviewed Annually                                |                      | 20%                  | 25%                  | 40%                       | 25%                  | 10%                  |
| Percent of Exam/Class Appeals Resolved Prior to Civil Service Board Action            |                      | 94%                  | 95%                  | 95%                       | 95%                  | 95%                  |
| Percent of Customer Service Surveys on Exams With Ratings of 4 or 5 on a Scale of 1-5 | 96%                  | 84%                  | 96%                  | 96%                       | 95%                  | 95%                  |
| Minority Employees as a Percent of Portland SMSA Availability                         |                      | 84.62%               | 82.97%               | 81.76%                    | 85.00%               | 85.00%               |
| <b>Efficiency</b>   |                      |                      |                      |                           |                      |                      |
| Average Personal Services Costs Per Classification Action                             |                      | \$288                | \$346                | \$114                     | \$291                | \$291                |
| Personal Services Costs Per Exam Administered   |                      | \$4,831              | \$3,414              | \$3,414                   | \$3,486              | \$3,486              |
| Personal Services Costs Per Training Participant Hour                                 |                      | \$7                  | \$8                  | \$7                       | \$7                  | \$7                  |

|   | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>EXPENDITURES</b>   |                      |                      |                       |                        |                       |
| <b>Operating Budget</b>   |                      |                      |                       |                        |                       |
| Personal Services   | 10,479,187           | 11,007,103           | 12,734,099            | 13,808,683             | 13,808,683            |
| External Materials and Service  | 2,670,786            | 3,068,242            | 7,745,921             | 5,868,351              | 7,849,675             |
| Internal Materials and Service  | 3,331,156            | 2,881,717            | 4,056,211             | 4,890,153              | 4,955,153             |
| Minor Capital Outlay  | 25,453               | 16,288               | 25,000                | 0                      | 0                     |
| Equipment Cash Transfers  | 0                    | 2,500                | 0                     | 0                      | 0                     |
| <b>Total Operating Budget</b>   | 16,506,582           | 16,975,850           | 24,561,231            | 24,567,187             | 26,613,511            |
| Capital Improvements  | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>TOTAL BUREAU EXPENDITURES</b>  | <b>\$ 16,506,582</b> | <b>\$ 16,975,850</b> | <b>\$ 24,561,231</b>  | <b>\$ 24,567,187</b>   | <b>\$ 26,613,511</b>  |
| Allocated Overhead Costs  |                      |                      | 0                     | 0                      | 0                     |
| <b>Total Cost with Allocated Overhead</b>   |                      |                      | 24,561,231            | 24,567,187             | 26,613,511            |
| <b>Authorized Full-Time Positions</b>   |                      |                      |                       |                        |                       |
| General Fund Discretionary  | 47                   | 43                   | 44                    | 44                     | 44                    |
| <b>TOTAL POSITIONS</b>  | <b>176</b>           | <b>176</b>           | <b>186</b>            | <b>189</b>             | <b>189</b>            |
| <b>RESOURCES</b>  |                      |                      |                       |                        |                       |
| Discretionary General Fund  |                      | 4,456,714            | 7,433,295             | 5,435,826              | 7,565,901             |
| <b>Non-Discretionary Revenues</b>   |                      |                      |                       |                        |                       |
| Grants & Donations  |                      | 11,986               | 177,707               | 66,675                 | 66,675                |
| Contract Revenues   |                      | 168,550              | 151,012               | 152,512                | 152,512               |
| Interagency Revenues  |                      | 7,151,254            | 11,341,837            | 12,909,753             | 12,909,753            |
| Bureau Program Revenues   |                      | 575,721              | 361,642               | 396,219                | 396,219               |
| Overhead Revenues   |                      | 4,611,625            | 5,095,738             | 5,606,202              | 5,522,451             |
| <b>Total Non-Discretionary Revenues</b>   |                      | 12,519,136           | 17,127,936            | 19,131,361             | 19,047,610            |
| <b>TOTAL GENERAL FUND RESOURCES</b>   |                      | <b>\$ 16,975,850</b> | <b>\$ 24,561,231</b>  | <b>\$ 24,567,187</b>   | <b>\$ 26,613,511</b>  |
| Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.         |                      |                      |                       |                        |                       |
| Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue. |                      |                      |                       |                        |                       |
| <b>PROGRAMS</b>   |                      |                      |                       |                        |                       |
| Financial Planning and Management   |                      | 6,589,205            | 7,511,129             | 7,577,871              | 7,862,871             |
| <i>Positions</i>  |                      | 69                   | 67                    | 67                     | 67                    |
| Risk Management   |                      | 2,827,709            | 3,419,099             | 4,046,007              | 4,046,007             |
| <i>Positions</i>  |                      | 36                   | 37                    | 37                     | 37                    |
| Human Resources   |                      | 2,887,416            | 3,766,965             | 3,178,345              | 3,408,142             |
| <i>Positions</i>  |                      | 31                   | 33                    | 33                     | 33                    |
| Information Technology Planning and Operations  |                      | 4,427,527            | 9,417,416             | 9,413,926              | 10,945,453            |
| <i>Positions</i>  |                      | 41                   | 48                    | 49                     | 49                    |
| Citywide Service Improvement Initiative   |                      | 243,993              | 446,622               | 351,038                | 351,038               |
| <i>Positions</i>  |                      | 0                    | 2                     | 3                      | 3                     |
| <b>TOTAL PROGRAMS</b>   |                      | <b>\$ 16,975,850</b> | <b>\$ 24,561,231</b>  | <b>\$ 24,567,187</b>   | <b>\$ 26,613,511</b>  |
| <i>Positions</i>  |                      | <b>176</b>           | <b>186</b>            | <b>189</b>             | <b>189</b>            |

|   |                               | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|-------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>Personnel Services</b>                   |                               |                      |                      |                       |                        |                       |
| 511000                                      | Full-Time Employees           | 6,422,301            | 6,670,186            | 8,858,756             | 9,627,757              | 9,627,757             |
| 512000                                      | Part-Time Employees           | 217,302              | 261,081              | 403,156               | 388,487                | 388,487               |
| 514000                                      | Overtime                      | 20,911               | 45,645               | 76,954                | 77,072                 | 77,072                |
| 515000                                      | Premium Pay                   | 10,738               | 20,588               | 6,066                 | 6,540                  | 6,540                 |
| 517000                                      | Benefits                      | 2,678,863            | 2,846,167            | 3,389,167             | 3,708,827              | 3,708,827             |
| 518000                                      | Paid Absence                  | 1,129,072            | 1,163,436            | 0                     | 0                      | 0                     |
| <b>Total Personnel Services</b>             |                               | 10,479,187           | 11,007,103           | 12,734,099            | 13,808,683             | 13,808,683            |
| <b>Materials and Services</b>               |                               |                      |                      |                       |                        |                       |
| <b>External Materials and Service</b>       |                               |                      |                      |                       |                        |                       |
| 521000                                      | Professional Services         | 635,666              | 866,584              | 3,129,462             | 2,489,058              | 3,467,382             |
| 522000                                      | Utilities                     | 0                    | 0                    | 0                     | 0                      | 0                     |
| 523000                                      | Equipment Rental              | 29,788               | 182,689              | 336,148               | 336,148                | 336,148               |
| 524000                                      | Repair & Maintenance Services | 281,751              | 191,224              | 390,853               | 264,269                | 264,269               |
| 525000                                      | Non-Capital Improvement       | 0                    | 0                    | 0                     | 0                      | 0                     |
| 528000                                      | Local Match Payments          | 0                    | 0                    | 0                     | 0                      | 0                     |
| 529000                                      | Miscellaneous Services        | 917,485              | 1,071,308            | 290,182               | 277,396                | 277,396               |
| 531000                                      | Office Supplies               | 77,677               | 91,605               | 116,639               | 115,035                | 115,035               |
| 532000                                      | Operating Supplies            | 66,938               | 56,897               | 854,995               | 841,463                | 841,463               |
| 533000                                      | Repair & Maintenance Supplies | 9,458                | 29,613               | 122                   | 122                    | 122                   |
| 534000                                      | Minor Equipment & Tools       | 287,173              | 196,182              | 423,725               | 376,771                | 1,159,771             |
| 535000                                      | Clothing & Uniforms           | 0                    | 0                    | 0                     | 0                      | 0                     |
| 539000                                      | Other Commodities External    | 441                  | (43)                 | 1,822                 | 1,822                  | 1,822                 |
| 541000                                      | Education                     | 123,629              | 169,693              | 304,553               | 304,954                | 304,954               |
| 542000                                      | Local Travel                  | 4,923                | 7,926                | 13,068                | 13,036                 | 13,036                |
| 543000                                      | Out-of-Town Travel            | 54,003               | 59,020               | 93,805                | 94,774                 | 94,774                |
| 544000                                      | Space Rental                  | 1,100                | (1,032)              | 500                   | 500                    | 500                   |
| 545000                                      | Interest                      | 0                    | 0                    | 0                     | 0                      | 0                     |
| 546000                                      | Refunds                       | 60                   | 70                   | 0                     | 0                      | 0                     |
| 547000                                      | Retirement System Payments    | 0                    | 0                    | 0                     | 0                      | 0                     |
| 549000                                      | Miscellaneous                 | 180,694              | 146,506              | 1,790,047             | 753,003                | 973,003               |
| <b>Total External Materials and Service</b> |                               | 2,670,786            | 3,068,242            | 7,745,921             | 5,868,351              | 7,849,675             |
| <b>Internal Materials and Service</b>       |                               |                      |                      |                       |                        |                       |
| 551000                                      | Fleet Services                | 11,851               | 7,192                | 14,163                | 13,672                 | 13,672                |
| 552000                                      | Printing & Distribution       | 379,584              | 298,382              | 405,773               | 385,215                | 385,215               |
| 553000                                      | Facilities Services           | 1,102,466            | 944,592              | 1,164,964             | 1,598,086              | 1,564,891             |
| 554000                                      | Communications Services       | 220,690              | 203,322              | 216,342               | 242,823                | 242,823               |
| 555000                                      | Data Processing Services      | 1,332,391            | 1,132,561            | 1,263,704             | 1,445,405              | 1,478,600             |
| 556000                                      | Insurance                     | 143,083              | 141,032              | 137,746               | 142,705                | 142,705               |
| 557000                                      | Master Lease                  | 0                    | 0                    | 0                     | 0                      | 0                     |
| 558000                                      | Same Fund Services            | 83,046               | 137,028              | 676,465               | 951,214                | 1,016,214             |
| 559000                                      | Other Fund Services           | 58,045               | 17,608               | 177,054               | 111,033                | 111,033               |
| <b>Total Internal Materials and Service</b> |                               | 3,331,156            | 2,881,717            | 4,056,211             | 4,890,153              | 4,955,153             |
| <b>Total Materials and Services</b>         |                               | 6,001,942            | 5,949,959            | 11,802,132            | 10,758,504             | 12,804,828            |
| <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             | 25,453               | 16,288               | 25,000                | 0                      | 0                     |
| 565000                                      | Facilities Lease/Purchase     | 0                    | 0                    | 0                     | 0                      | 0                     |
| 566000                                      | Equipment Lease/Purchase      | 0                    | 0                    | 0                     | 0                      | 0                     |
| 568000                                      | Other Capital Expenditure     | 0                    | 0                    | 0                     | 0                      | 0                     |
| 569000                                      | Depreciation                  | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>Total Capital Outlay</b>                 |                               | 25,453               | 16,288               | 25,000                | 0                      | 0                     |
| 573000                                      | Equipment Cash Transfers      | 0                    | 2,500                | 0                     | 0                      | 0                     |
| 576000                                      | Minor Equipment Transfers     | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>TOTAL BUREAU EXPENSES</b>                |                               | \$ 16,506,582        | \$ 16,975,850        | \$ 24,561,231         | \$ 24,567,187          | \$ 26,613,511         |

## Office of Finance and Administration AU 307

## FULL-TIME POSITIONS

| Class | Title                            | Actual<br>FY 1997 | Actual<br>FY 1998 | Revised<br>FY 1998-99 |         | Approved<br>FY 1999-00 |         | Adopted<br>FY 1999-00 |         |
|-------|----------------------------------|-------------------|-------------------|-----------------------|---------|------------------------|---------|-----------------------|---------|
|       |                                  | No.               | No.               | No.                   | Amount  | No.                    | Amount  | No.                   | Amount  |
| 531   | Accounting Supervisor II         | 4                 | 4                 | 3                     | 183,723 | 2                      | 117,108 | 2                     | 117,108 |
| 510   | Accounting Assistant             | 11                | 10                | 10                    | 311,950 | 9                      | 294,605 | 9                     | 294,605 |
| 533   | Accounting Manager               | 1                 | 1                 | 1                     | 79,156  | 1                      | 82,079  | 1                     | 82,079  |
| 511   | Accounts Payable Audit Clerk     | 1                 | 1                 | 1                     | 31,842  | 1                      | 33,012  | 1                     | 33,012  |
| 819   | Administrative Assistant         | 0                 | 0                 | 0                     | 0       | 1                      | 40,000  | 1                     | 40,000  |
| 926   | Administrative Services Manager  | 1                 | 1                 | 1                     | 63,684  | 1                      | 66,373  | 1                     | 66,373  |
| 815   | Administrative Specialist        | 4                 | 4                 | 4                     | 114,728 | 6                      | 182,589 | 6                     | 182,589 |
| 920   | Administrative Supervisor I      | 3                 | 3                 | 2                     | 99,764  | 2                      | 103,458 | 2                     | 103,458 |
| 924   | Administrative Supervisor III    | 0                 | 0                 | 1                     | 49,732  | 1                      | 54,821  | 1                     | 54,821  |
| 2532  | Applications Analyst II          | 3                 | 3                 | 3                     | 133,804 | 4                      | 178,226 | 4                     | 178,226 |
| 2533  | Applications Analyst III         | 0                 | 0                 | 0                     | 0       | 2                      | 119,325 | 2                     | 119,325 |
| 2534  | Applications Analyst IV          | 6                 | 6                 | 8                     | 445,810 | 3                      | 184,470 | 3                     | 184,470 |
| 859   | Assistant Claims Technician      | 2                 | 2                 | 2                     | 63,434  | 2                      | 65,772  | 2                     | 65,772  |
| 826   | Assistant Financial Analyst      | 2                 | 0                 | 0                     | 0       | 1                      | 51,532  | 1                     | 51,532  |
| 962   | Assistant Program Specialist     | 1                 | 0                 | 0                     | 0       | 0                      | 0       | 0                     | 0       |
| 844   | Assistant Risk Specialist        | 4                 | 3                 | 4                     | 166,672 | 4                      | 181,461 | 4                     | 181,461 |
| 514   | Associate Accountant             | 4                 | 6                 | 5                     | 182,096 | 7                      | 250,151 | 7                     | 250,151 |
| 928   | Bureau Administrative Manager    | 1                 | 1                 | 2                     | 138,435 | 3                      | 217,847 | 3                     | 217,847 |
| 1742  | Business Operations Manager      | 0                 | 0                 | 0                     | 0       | 1                      | 69,298  | 1                     | 69,298  |
| 944   | City Economist                   | 1                 | 1                 | 1                     | 75,189  | 1                      | 77,971  | 1                     | 77,971  |
| 860   | City Treasurer/Treasury Manager  | 1                 | 1                 | 1                     | 83,235  | 1                      | 77,971  | 1                     | 77,971  |
| 858   | Claims Technician                | 3                 | 3                 | 3                     | 100,547 | 3                      | 111,297 | 3                     | 111,297 |
| 114   | Clerical Specialist              | 12                | 11                | 12                    | 362,941 | 12                     | 370,488 | 12                    | 370,488 |
| 2512  | Data Processing Analyst/Operator | 2                 | 2                 | 2                     | 89,062  | 0                      | 0       | 0                     | 0       |
| 2516  | Data Processing Operations Mgr   | 1                 | 1                 | 1                     | 61,241  | 1                      | 75,581  | 1                     | 75,581  |
| 2510  | Data Processing Operations Tech  | 3                 | 3                 | 3                     | 102,138 | 0                      | 0       | 0                     | 0       |
| 834   | Debt Manager                     | 1                 | 1                 | 1                     | 73,339  | 1                      | 78,981  | 1                     | 78,981  |
| 942   | Economist I                      | 3                 | 3                 | 3                     | 164,795 | 3                      | 181,091 | 3                     | 181,091 |
| 943   | Economist II                     | 1                 | 1                 | 1                     | 67,881  | 1                      | 70,384  | 1                     | 70,384  |
| 630   | Employee Relations Manager       | 1                 | 1                 | 1                     | 71,430  | 1                      | 68,717  | 1                     | 68,717  |
| 837   | Finan & Administration Director  | 1                 | 1                 | 1                     | 97,156  | 1                      | 100,755 | 1                     | 100,755 |
| 827   | Financial Analyst                | 2                 | 3                 | 3                     | 135,706 | 2                      | 97,852  | 2                     | 97,852  |
| 836   | Financial Planning Director      | 1                 | 1                 | 1                     | 87,675  | 1                      | 90,924  | 1                     | 90,924  |
| 610   | Human Resources Analyst          | 2                 | 2                 | 3                     | 126,483 | 3                      | 137,326 | 3                     | 137,326 |
| 614   | Human Resources Coordinator      | 6                 | 4                 | 4                     | 240,183 | 5                      | 301,261 | 5                     | 301,261 |
| 640   | Human Resources Director         | 1                 | 1                 | 1                     | 81,883  | 1                      | 90,144  | 1                     | 90,144  |
| 2522  | Info Systems Tech I              | 4                 | 5                 | 5                     | 306,205 | 0                      | 0       | 0                     | 0       |
| 2523  | Info Systems Tech II             | 0                 | 0                 | 0                     | 0       | 5                      | 228,948 | 5                     | 228,948 |
| 2541  | Information Systems Analyst I    | 0                 | 0                 | 0                     | 0       | 1                      | 42,839  | 1                     | 42,839  |
| 2542  | Information Systems Analyst II   | 5                 | 7                 | 8                     | 341,922 | 5                      | 236,276 | 5                     | 236,276 |
| 2543  | Information Systems Analyst III  | 0                 | 0                 | 0                     | 0       | 3                      | 159,778 | 3                     | 159,778 |
| 2544  | Information Systems Analyst IV   | 3                 | 2                 | 3                     | 141,647 | 6                      | 362,863 | 6                     | 362,863 |
| 2550  | Information Systems Manager      | 0                 | 0                 | 2                     | 120,979 | 0                      | 0       | 0                     | 0       |
| 2546  | Information Systems Supervisor   | 3                 | 4                 | 4                     | 224,286 | 0                      | 0       | 0                     | 0       |
| 2554  | Information Technology Director  | 1                 | 1                 | 1                     | 87,339  | 1                      | 90,924  | 1                     | 90,924  |
| 870   | Investment Officer               | 0                 | 1                 | 1                     | 61,134  | 1                      | 71,832  | 1                     | 71,832  |
| 2540  | MIS Support Technician           | 1                 | 1                 | 1                     | 39,533  | 0                      | 0       | 0                     | 0       |
| 833   | Principal Debt Analyst           | 1                 | 1                 | 2                     | 123,571 | 1                      | 65,416  | 1                     | 65,416  |
| 832   | Principal Financial Analyst      | 3                 | 2                 | 3                     | 185,525 | 3                      | 190,118 | 3                     | 190,118 |
| 2545  | Principal Info Systems Analyst   | 0                 | 0                 | 0                     | 0       | 9                      | 610,501 | 9                     | 610,501 |
| 953   | Principal Mgmt Analyst           | 0                 | 1                 | 1                     | 64,477  | 1                      | 66,862  | 1                     | 66,862  |
| 966   | Program Coordinator              | 0                 | 0                 | 0                     | 0       | 1                      | 47,244  | 1                     | 47,244  |
| 973   | Program Manager IV               | 0                 | 0                 | 0                     | 0       | 1                      | 90,924  | 1                     | 90,924  |
| 968   | Program Manager I                | 1                 | 1                 | 1                     | 58,213  | 1                      | 60,366  | 1                     | 60,366  |
| 970   | Program Manager II               | 0                 | 1                 | 1                     | 56,681  | 2                      | 124,838 | 2                     | 124,838 |
| 964   | Program Specialist               | 0                 | 1                 | 1                     | 64,481  | 1                      | 52,091  | 1                     | 52,091  |
| 625   | Recruitment & Selection Manager  | 1                 | 1                 | 1                     | 71,430  | 1                      | 74,073  | 1                     | 74,073  |
| 853   | Risk Management Director         | 1                 | 1                 | 1                     | 83,290  | 1                      | 86,376  | 1                     | 86,376  |
| 846   | Risk Specialist                  | 6                 | 6                 | 5                     | 268,467 | 3                      | 156,559 | 3                     | 156,559 |
| 850   | Risk Supervisor                  | 5                 | 4                 | 3                     | 197,462 | 3                      | 203,328 | 3                     | 203,328 |
| 222   | Secretarial Assistant            | 1                 | 1                 | 1                     | 24,618  | 2                      | 48,781  | 2                     | 48,781  |
| 220   | Secretarial Clerk I              | 3                 | 3                 | 3                     | 78,258  | 2                      | 55,512  | 2                     | 55,512  |
| 221   | Secretarial Clerk II             | 5                 | 5                 | 5                     | 154,368 | 7                      | 210,697 | 7                     | 210,697 |
| 515   | Senior Accountant                | 6                 | 6                 | 7                     | 292,905 | 5                      | 218,262 | 5                     | 218,262 |
| 816   | Senior Administrative Specialist | 8                 | 8                 | 11                    | 376,747 | 9                      | 313,881 | 9                     | 313,881 |
| 831   | Senior Debt Analyst              | 2                 | 2                 | 1                     | 47,773  | 2                      | 115,953 | 2                     | 115,953 |
| 828   | Senior Financial Analyst         | 7                 | 7                 | 6                     | 308,002 | 6                      | 320,562 | 6                     | 320,562 |
| 612   | Senior Human Resources Analyst   | 11                | 10                | 9                     | 461,157 | 7                      | 363,678 | 7                     | 363,678 |
| 2552  | Senior Information Systems Mgr   | 3                 | 3                 | 4                     | 285,720 | 4                      | 325,789 | 4                     | 325,789 |

| Class                            | Title                          | Actual<br>FY 1997 | Actual<br>FY 1998 | Revised<br>FY 1998-99 |                     | Approved<br>FY 1999-00 |                     | Adopted<br>FY 1999-00 |                     |
|----------------------------------|--------------------------------|-------------------|-------------------|-----------------------|---------------------|------------------------|---------------------|-----------------------|---------------------|
|                                  |                                | No.               | No.               | No.                   | Amount              | No.                    | Amount              | No.                   | Amount              |
| 952                              | Senior Management Analyst      | 0                 | 0                 | 0                     | 0                   | 1                      | 52,628              | 1                     | 52,628              |
| 848                              | Senior Risk Specialist         | 2                 | 2                 | 2                     | 116,426             | 4                      | 241,460             | 4                     | 241,460             |
| 900                              | Staff Assistant                | 1                 | 0                 | 0                     | 0                   | 0                      | 0                   | 0                     | 0                   |
| 115                              | Supervising Clerk              | 1                 | 2                 | 2                     | 58,432              | 2                      | 68,049              | 2                     | 68,049              |
| 650                              | Training & Development Analyst | 1                 | 2                 | 2                     | 71,994              | 1                      | 47,479              | 1                     | 47,479              |
| <b>TOTAL FULL-TIME POSITIONS</b> |                                | <b>176</b>        | <b>176</b>        | <b>186</b>            | <b>\$ 8,858,756</b> | <b>189</b>             | <b>\$ 9,627,757</b> | <b>189</b>            | <b>\$ 9,627,757</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        |              |   |
|   | 23,200,904 |           | 23,200,904           | 189.0        | FY 1999-2000 Current Service Level Estimate     |
| <b>CSL Estimate Adjustments</b>                 |            |           |                      |              | None  |
| <b>Mayor's Proposed Budget Decisions</b>        |            |           |                      |              |   |
|   | 16,260     |           | 16,260               |              | Child Care Facility                             |
|   | 2,107      |           | 2,107                |              | Increase City Hall Janitorial                   |
|   | 125,752    |           | 125,752              |              | Increase Information Technology Interagency     |
|   | 33,288     |           | 33,288               |              | Smart Building Backbone                         |
|   | 147,376    |           | 147,376              |              | Service Improvement Initiative                  |
|   | 16,000     |           | 16,000               |              | HR Employment Advertising                       |
|   |            | 100,000   | 100,000              |              | Your City Your Choice - year 1 decision         |
|   |            | 580,500   | 580,500              |              | Geographic Information System - year 1 decision |
|   |            | 95,000    | 95,000               |              | Grant Seeker - year 1 of 2 years                |
|   |            | 250,000   | 250,000              |              | Y2K Community Outreach                          |
| <b>Approved Budget Additions and Reductions</b> |            |           |                      |              | None  |
| <b>Adopted Budget Additions and Reductions</b>  |            |           |                      |              |   |
|   |            | 2,046,324 | 2,046,324            |              | Carryovers                                      |
|   | 340,783    | 3,071,824 | 3,412,607            |              | Total FY 1999-2000 Decision Packages            |
|   |            |           | <b>\$ 26,613,511</b> | <b>189.0</b> | Total Adopted Budget                            |
| <b>FY1999-2000 Decision Packages Not Funded</b> |            |           |                      |              | None  |
|   |            |           | <b>\$</b>            |              | Total Decision Packages Not Funded              |

# Capital Improvement Fund – 503

## FUND SUMMARY

|                                | Actual<br>FY 1996–97 | Actual<br>FY 1997–98 | Revised<br>FY 1998–99 | Yr End Est.<br>FY 1998–99 | Approved<br>FY 1999–00 | Adopted<br>FY 1999–00 |
|--------------------------------|----------------------|----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| <b>RESOURCES</b>               |                      |                      |                       |                           |                        |                       |
| <b>External Revenues</b>       |                      |                      |                       |                           |                        |                       |
| <b>Miscellaneous Revenues</b>  |                      |                      |                       |                           |                        |                       |
| Bond and Note Sales            | 9,345,020            | 9,982,901            | 1,020,000             | 1,020,000                 | 0                      | 0                     |
| Interest Earned                | 1,745                | 17,796               | 36,978                | 36,978                    | 0                      | 0                     |
| Other Miscellaneous            | 2,436                | 0                    | 160,995               | 3,135                     | 0                      | 0                     |
|                                | 9,349,201            | 10,000,697           | 1,217,973             | 1,060,113                 | 0                      | 0                     |
| <b>Total External Revenues</b> | 9,349,201            | 10,000,697           | 1,217,973             | 1,060,113                 | 0                      | 0                     |
| <b>Internal Revenues</b>       |                      |                      |                       |                           |                        |                       |
| <b>Other Cash Transfers</b>    |                      |                      |                       |                           |                        |                       |
| General Fund                   | 0                    | 331,900              | 0                     | 0                         | 0                      | 0                     |
|                                | 0                    | 331,900              | 0                     | 0                         | 0                      | 0                     |
| <b>Total Internal Revenues</b> | 0                    | 331,900              | 0                     | 0                         | 0                      | 0                     |
| <b>Beginning Fund Balance</b>  | 397,136              | 9,676                | 1,756,928             | 1,914,788                 | 204,133                | 204,133               |
| <b>TOTAL RESOURCES</b>         | <b>\$ 9,746,337</b>  | <b>\$ 10,342,273</b> | <b>\$ 2,974,901</b>   | <b>\$ 2,974,901</b>       | <b>\$ 204,133</b>      | <b>\$ 204,133</b>     |

|                                       |                     |                      |                     |                     |                   |                   |
|---------------------------------------|---------------------|----------------------|---------------------|---------------------|-------------------|-------------------|
| <b>REQUIREMENTS</b>                   |                     |                      |                     |                     |                   |                   |
| <b>Bureau Expenses</b>                |                     |                      |                     |                     |                   |                   |
| <b>External Materials and Service</b> |                     |                      |                     |                     |                   |                   |
|                                       | 961,903             | 1,901,739            | 45,681              | 45,681              | 0                 | 0                 |
| <b>Total Bureau Expenses</b>          | 961,903             | 1,901,739            | 45,681              | 45,681              | 0                 | 0                 |
| <b>Fund Requirements</b>              |                     |                      |                     |                     |                   |                   |
| <b>Fund Cash Transfers</b>            |                     |                      |                     |                     |                   |                   |
| Arena/Coliseum Operating Fund         | 3,162,412           | 0                    | 0                   | 0                   | 0                 | 0                 |
| General Fund                          | 2,298,534           | 2,676,752            | 2,379,242           | 2,379,242           | 0                 | 0                 |
| Intermediate Debt Fund                | 3,313,811           | 45,320               | 148,345             | 148,345             | 52,475            | 52,475            |
| LID Construction Fund                 | 0                   | 803,676              | 0                   | 0                   | 0                 | 0                 |
| Transportation Operating              | 0                   | 3,000,000            | 197,500             | 197,500             | 0                 | 0                 |
|                                       | 8,774,757           | 6,525,748            | 2,725,087           | 2,725,087           | 52,475            | 52,475            |
| <b>Unappropriated Ending Balance</b>  |                     |                      |                     |                     |                   |                   |
| Unappropriated Ending Balance         | 9,677               | 1,914,786            | 204,133             | 204,133             | 151,658           | 151,658           |
|                                       | 9,677               | 1,914,786            | 204,133             | 204,133             | 151,658           | 151,658           |
| <b>Total Fund Requirements</b>        | 8,784,434           | 8,440,534            | 2,929,220           | 2,929,220           | 204,133           | 204,133           |
| <b>TOTAL REQUIREMENTS</b>             | <b>\$ 9,746,337</b> | <b>\$ 10,342,273</b> | <b>\$ 2,974,901</b> | <b>\$ 2,974,901</b> | <b>\$ 204,133</b> | <b>\$ 204,133</b> |

### LINE ITEM DETAIL – AU 760

|   |                   |                     |                  |                  |             |             |
|---|-------------------|---------------------|------------------|------------------|-------------|-------------|
| <b>Materials and Services</b>               |                   |                     |                  |                  |             |             |
| <b>External Materials and Service</b>       |                   |                     |                  |                  |             |             |
| 521000 Professional Services                | 860,000           | 0                   | 0                | 0                | 0           | 0           |
| 529000 Miscellaneous Services               | 0                 | 1,870,208           | 0                | 0                | 0           | 0           |
| 549000 Miscellaneous                        | 101,903           | 31,531              | 45,681           | 45,681           | 0           | 0           |
| <b>Total External Materials and Service</b> | 961,903           | 1,901,739           | 45,681           | 45,681           | 0           | 0           |
| <b>Total Materials and Services</b>         | 961,903           | 1,901,739           | 45,681           | 45,681           | 0           | 0           |
| <b>TOTAL BUREAU EXPENSES</b>                | <b>\$ 961,903</b> | <b>\$ 1,901,739</b> | <b>\$ 45,681</b> | <b>\$ 45,681</b> | <b>\$ 0</b> | <b>\$ 0</b> |

## FUND OVERVIEW

The Capital Improvement Fund serves as a staging area for proceeds from bond and note sales recorded in the General Long-term Debt Account Group. The proceeds, used for the acquisition of equipment and facilities necessary to provide essential City services, are recorded in this fund and then are distributed to the appropriate agency.



# Federal Grants Fund – 252

## FUND SUMMARY

|                                       | Actual<br>FY 1996–97 | Actual<br>FY 1997–98 | Revised<br>FY 1998–99 | Yr End Est.<br>FY 1998–99 | Approved<br>FY 1999–00 | Adopted<br>FY 1999–00 |
|---------------------------------------|----------------------|----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| <b>RESOURCES</b>                      |                      |                      |                       |                           |                        |                       |
| <b>External Revenues</b>              |                      |                      |                       |                           |                        |                       |
| <b>Federal Sources</b>                |                      |                      |                       |                           |                        |                       |
| Federal Grants                        | 16,338,851           | 16,710,958           | 29,134,852            | 28,216,047                | 17,239,444             | 17,241,174            |
| Unaccrued Prior Years Grants          | 301,871              | 1,060,954            | 0                     | 0                         | 0                      | 0                     |
|                                       | 16,640,722           | 17,771,912           | 29,134,852            | 28,216,047                | 17,239,444             | 17,241,174            |
| <b>State Sources</b>                  |                      |                      |                       |                           |                        |                       |
| State Grants                          | 22,000               | 968,473              | 1,199,927             | 1,465,888                 | 8,870                  | 8,870                 |
|                                       | 22,000               | 968,473              | 1,199,927             | 1,465,888                 | 8,870                  | 8,870                 |
| <b>Local Sources</b>                  |                      |                      |                       |                           |                        |                       |
| Local Cost Sharing                    | 263                  | 8,838                | 0                     | 0                         | 0                      | 0                     |
|                                       | 263                  | 8,838                | 0                     | 0                         | 0                      | 0                     |
| <b>Miscellaneous Revenues</b>         |                      |                      |                       |                           |                        |                       |
| Interest Earned                       | 0                    | 98,040               | 103,540               | 76,501                    | 0                      | 0                     |
| Other Miscellaneous                   | 40,500               | 18,501               | (1)                   | 14,999                    | 23,000                 | 23,000                |
| Private Grants/Donations              | 62,451               | 136,377              | 177,911               | 29,511                    | 135,000                | 135,000               |
|                                       | 102,951              | 252,918              | 281,450               | 121,011                   | 158,000                | 158,000               |
| <b>Total External Revenues</b>        | 16,765,936           | 19,002,141           | 30,616,229            | 29,802,946                | 17,406,314             | 17,408,044            |
| <b>Internal Revenues</b>              |                      |                      |                       |                           |                        |                       |
| <b>TOTAL RESOURCES</b>                | <b>\$ 16,765,936</b> | <b>\$ 19,002,141</b> | <b>\$ 30,616,229</b>  | <b>\$ 29,802,946</b>      | <b>\$ 17,406,314</b>   | <b>\$ 17,408,044</b>  |
| <b>REQUIREMENTS</b>                   |                      |                      |                       |                           |                        |                       |
| <b>Bureau Expenses</b>                |                      |                      |                       |                           |                        |                       |
| <b>External Materials and Service</b> | 2,328,285            | 0                    | 555,386               | 555,386                   | 0                      | 0                     |
| <b>Total Bureau Expenses</b>          | 2,328,285            | 0                    | 555,386               | 555,386                   | 0                      | 0                     |
| <b>Fund Requirements</b>              |                      |                      |                       |                           |                        |                       |
| <b>Federal Grants Transfers</b>       |                      |                      |                       |                           |                        |                       |
| Bureau of Buildings                   | 30,948               | 5,818                | 10,000                | 10,000                    | 0                      | 0                     |
| Bureau of Planning                    | 28,381               | 19,634               | 95,716                | 95,716                    | 0                      | 0                     |
| Community Development                 | 1,854,882            | 2,281,682            | 3,824,187             | 4,302,585                 | 3,438,265              | 3,439,995             |
| Energy Office                         | 227,937              | 273,351              | 604,671               | 191,758                   | 393,478                | 393,478               |
| Environmental Services                | 2,712,549            | 1,633,351            | 6,035,880             | 4,990,396                 | 971,447                | 971,447               |
| Finance & Administration              | 0                    | 11,968               | 177,707               | 130,314                   | 66,675                 | 66,675                |
| Fire Bureau                           | 104,052              | 82,629               | 87,418                | 97,418                    | 0                      | 0                     |
| General Fund Revenue/Balance          | (608)                | (67,328)             | 0                     | 0                         | 0                      | 0                     |
| Mayor                                 | 0                    | 0                    | 0                     | 65,000                    | 0                      | 0                     |
| Neighborhood Involvement              | 3,274                | 0                    | 0                     | 33,000                    | 0                      | 0                     |
| Parks Bureau                          | 1,245,027            | 2,015,674            | 690,411               | 1,322,689                 | 72,096                 | 72,096                |
| Police Bureau                         | 2,891,758            | 3,909,702            | 8,258,109             | 8,925,408                 | 6,767,034              | 6,767,034             |
| Portland Parks Trust                  | 6,469                | 41,257               | 28,726                | 28,726                    | 0                      | 0                     |
| Purchases                             | 0                    | 0                    | 0                     | 21,000                    | 21,000                 | 21,000                |
| Sewage Construction Operating         | 374,599              | 2,834,877            | 2,613,403             | 1,669,406                 | 2,791,784              | 2,791,784             |
| Special Appropriations                | 611,453              | 411,139              | 224,052               | 450,600                   | 145,561                | 145,561               |
| Transportation                        | 3,987,982            | 4,265,076            | 6,996,245             | 6,576,044                 | 2,368,047              | 2,368,047             |
| Water Bureau                          | 251,868              | 86,463               | 337,500               | 337,500                   | 337,500                | 337,500               |
|                                       | 14,330,571           | 17,805,293           | 29,984,025            | 29,247,560                | 17,372,887             | 17,374,617            |
| <b>Fund Cash Transfers</b>            |                      |                      |                       |                           |                        |                       |
| General Fund                          | 107,080              | 100,605              | 76,818                | 0                         | 33,427                 | 33,427                |
|                                       | 107,080              | 100,605              | 76,818                | 0                         | 33,427                 | 33,427                |
| <b>Unappropriated Ending Balance</b>  |                      |                      |                       |                           |                        |                       |
| Federal Grant Carryover               | 0                    | 1,096,243            | 0                     | 0                         | 0                      | 0                     |
|                                       | 0                    | 1,096,243            | 0                     | 0                         | 0                      | 0                     |
| <b>Total Fund Requirements</b>        | 14,437,651           | 19,002,141           | 30,060,843            | 29,247,560                | 17,406,314             | 17,408,044            |
| <b>TOTAL REQUIREMENTS</b>             | <b>\$ 16,765,936</b> | <b>\$ 19,002,141</b> | <b>\$ 30,616,229</b>  | <b>\$ 29,802,946</b>      | <b>\$ 17,406,314</b>   | <b>\$ 17,408,044</b>  |

**LINE ITEM DETAIL – AU 245**

|   | Actual<br>FY 1996–97 | Actual<br>FY 1997–98 | Revised<br>FY 1998–99 | Yr End Est.<br>FY 1998–99 | Approved<br>FY 1999–00 | Adopted<br>FY 1999–00 |
|---|----------------------|----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| <b>Materials and Services</b>               |                      |                      |                       |                           |                        |                       |
| <b>External Materials and Service</b>       |                      |                      |                       |                           |                        |                       |
| 529000 Miscellaneous Services               | 2,328,285            | 0                    | 555,386               | 555,386                   | 0                      | 0                     |
| <b>Total External Materials and Service</b> | 2,328,285            | 0                    | 555,386               | 555,386                   | 0                      | 0                     |
| <b>Total Materials and Services</b>         | 2,328,285            | 0                    | 555,386               | 555,386                   | 0                      | 0                     |
| <b>TOTAL BUREAU EXPENSES</b>                | <b>\$ 2,328,285</b>  | <b>\$ 0</b>          | <b>\$ 555,386</b>     | <b>\$ 555,386</b>         | <b>\$ 0</b>            | <b>\$ 0</b>           |

**FUND OVERVIEW**

The Federal and State Grants Fund serves as the centralized grants clearing fund for all Federal, State, and foundation grants received by the City of Portland with the exception of two entitlement grants (HOME and Community Development Block Grant), which are each budgeted in a separate fund. Revenues are received in the fund and transferred to operating bureaus or paid directly to the Portland Development Commission as expenses are incurred.

# Health Insurance Fund – 701

## FUND SUMMARY

|                                 | Actual<br>FY 1996–97 | Actual<br>FY 1997–98 | Revised<br>FY 1998–99 | Yr End Est.<br>FY 1998–99 | Approved<br>FY 1999–00 | Adopted<br>FY 1999–00 |
|---------------------------------|----------------------|----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| <b>RESOURCES</b>                |                      |                      |                       |                           |                        |                       |
| <b>External Revenues</b>        |                      |                      |                       |                           |                        |                       |
| <b>Service Charges and Fees</b> |                      |                      |                       |                           |                        |                       |
| Health Care Charges             | 15,520,874           | 16,887,675           | 18,907,377            | 19,608,675                | 19,213,843             | 21,935,002            |
|                                 | 15,520,874           | 16,887,675           | 18,907,377            | 19,608,675                | 19,213,843             | 21,935,002            |
| <b>Miscellaneous Revenues</b>   |                      |                      |                       |                           |                        |                       |
| Interest Earned                 | 1,521,029            | 1,787,830            | 1,719,710             | 1,655,832                 | 1,414,029              | 1,431,183             |
| Other Miscellaneous             | 3,886,265            | 3,476,551            | 1,602,682             | 2,152,344                 | 2,147,169              | 2,331,846             |
|                                 | 5,407,294            | 5,264,381            | 3,322,392             | 3,808,176                 | 3,561,198              | 3,763,029             |
| <b>Total External Revenues</b>  | <b>20,928,168</b>    | <b>22,152,056</b>    | <b>22,229,769</b>     | <b>23,416,851</b>         | <b>22,775,041</b>      | <b>25,698,031</b>     |
| <b>Internal Revenues</b>        |                      |                      |                       |                           |                        |                       |
| Beginning Fund Balance          | 24,326,896           | 28,562,942           | 32,185,715            | 32,185,715                | 33,155,952             | 33,155,952            |
| <b>TOTAL RESOURCES</b>          | <b>\$ 45,255,064</b> | <b>\$ 50,714,998</b> | <b>\$ 54,415,484</b>  | <b>\$ 55,602,566</b>      | <b>\$ 55,930,993</b>   | <b>\$ 58,853,983</b>  |

## REQUIREMENTS

|                                       |                      |                      |                      |                      |                      |                      |
|---------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| <b>Bureau Expenses</b>                |                      |                      |                      |                      |                      |                      |
| <b>External Materials and Service</b> |                      |                      |                      |                      |                      |                      |
| Finance & Administration              | 16,066,168           | 18,020,523           | 20,218,587           | 21,375,233           | 23,771,690           | 25,719,037           |
|                                       | 501,264              | 421,290              | 762,653              | 912,653              | 894,682              | 845,294              |
|                                       | 501,264              | 421,290              | 762,653              | 912,653              | 894,682              | 845,294              |
| <b>Total Bureau Expenses</b>          | <b>16,567,432</b>    | <b>18,441,813</b>    | <b>20,981,240</b>    | <b>22,287,886</b>    | <b>24,666,372</b>    | <b>26,564,331</b>    |
| <b>Fund Requirements</b>              |                      |                      |                      |                      |                      |                      |
| <b>General Operating Contingency</b>  |                      |                      |                      |                      |                      |                      |
| General Operating Contingency         | 0                    | 0                    | 33,303,656           | 33,142,803           | 31,090,284           | 32,113,688           |
| Compensation Adjustment               | 0                    | 0                    | 13,149               | 13,149               | 7,501                | 7,501                |
|                                       | 0                    | 0                    | 33,316,805           | 33,155,952           | 31,097,785           | 32,121,189           |
| <b>General Fund Overhead</b>          | <b>124,691</b>       | <b>87,470</b>        | <b>117,439</b>       | <b>158,728</b>       | <b>166,836</b>       | <b>168,463</b>       |
| <b>Unappropriated Ending Balance</b>  |                      |                      |                      |                      |                      |                      |
| Unappropriated Ending Balance         | 28,562,941           | 32,185,715           | 0                    | 0                    | 0                    | 0                    |
|                                       | 28,562,941           | 32,185,715           | 0                    | 0                    | 0                    | 0                    |
| <b>Total Fund Requirements</b>        | <b>28,687,632</b>    | <b>32,273,185</b>    | <b>33,434,244</b>    | <b>33,314,680</b>    | <b>31,264,621</b>    | <b>32,289,652</b>    |
| <b>TOTAL REQUIREMENTS</b>             | <b>\$ 45,255,064</b> | <b>\$ 50,714,998</b> | <b>\$ 54,415,484</b> | <b>\$ 55,602,566</b> | <b>\$ 55,930,993</b> | <b>\$ 58,853,983</b> |

## LINE ITEM DETAIL – AU 465

|   |                      |                      |                      |                      |                      |                      |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| <b>Materials and Services</b>               |                      |                      |                      |                      |                      |                      |
| <b>External Materials and Service</b>       |                      |                      |                      |                      |                      |                      |
| 521000 Professional Services                | 814,885              | 883,519              | 1,011,343            | 1,011,343            | 1,364,262            | 1,111,974            |
| 529000 Miscellaneous Services               | 15,251,283           | 17,068,408           | 19,207,244           | 20,363,890           | 22,407,428           | 24,607,063           |
| 549000 Miscellaneous                        | 0                    | 68,596               | 0                    | 0                    | 0                    | 0                    |
| <b>Total External Materials and Service</b> | <b>16,066,168</b>    | <b>18,020,523</b>    | <b>20,218,587</b>    | <b>21,375,233</b>    | <b>23,771,690</b>    | <b>25,719,037</b>    |
| <b>Internal Materials and Service</b>       |                      |                      |                      |                      |                      |                      |
| 559000 Other Fund Services                  | 501,264              | 421,290              | 762,653              | 912,653              | 894,682              | 845,294              |
| <b>Total Internal Materials and Service</b> | <b>501,264</b>       | <b>421,290</b>       | <b>762,653</b>       | <b>912,653</b>       | <b>894,682</b>       | <b>845,294</b>       |
| <b>Total Materials and Services</b>         | <b>16,567,432</b>    | <b>18,441,813</b>    | <b>20,981,240</b>    | <b>22,287,886</b>    | <b>24,666,372</b>    | <b>26,564,331</b>    |
| <b>TOTAL BUREAU EXPENSES</b>                | <b>\$ 16,567,432</b> | <b>\$ 18,441,813</b> | <b>\$ 20,981,240</b> | <b>\$ 22,287,886</b> | <b>\$ 24,666,372</b> | <b>\$ 26,564,331</b> |

## FUND OVERVIEW

### Fund Purpose

The Health Insurance Fund is administered by the Bureau of Risk Management of the Office of Finance and Administration (OF&A). The fund pays medical claims for City employees, dependents, retirees, and others participants in the City's self-insured medical plans.

**Expenditures**

*The Labor-Management Committee provides oversight and guidance to Risk in management of the City's benefit costs.*

Health Fund expenses include claims, claims administration, premium administration, preferred provider contract fees, utilization management fees, large case management fees, benefits, administration costs, and General Fund overhead charges. Medical Expense Reimbursement and Dependent Care Reimbursement Program (MERP and DCAP) expenses are passed through the fund as well, but are supported by contributions from plan participants.

Benefits administration staff and associated materials and services are budgeted in OF&A and are reimbursed through an interagency agreement between the Health Fund and OF&A General Fund.

**Reserves**

The fund's reserve requirements must be sufficient to pay all expenses. The reserves include the Incurred But Not Reported (IBNR) claims reserve and the large claims reserve (claims in excess of \$100,000 in a plan year). The requirement is calculated by multiplying monthly claims by a factor of 2.5. The IBNR reserve requirement for FY 1999-00 is \$4,196,037, and the large claims reserve is \$2,858,550.

All interest accrued to the Health Fund is dedicated to meeting fund obligations.

# Information Technology Fund – 711

## FUND SUMMARY

|   | Actual<br>FY 1996–97 | Actual<br>FY 1997–98 | Revised<br>FY 1998–99 | Yr End Est.<br>FY 1998–99 | Approved<br>FY 1999–00 | Adopted<br>FY 1999–00 |
|---|----------------------|----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| <b>RESOURCES</b>                        |                      |                      |                       |                           |                        |                       |
| <b>External Revenues</b>                |                      |                      |                       |                           |                        |                       |
| <b>Service Charges and Fees</b>         |                      |                      |                       |                           |                        |                       |
| Miscellaneous                           | 354                  | 0                    | 0                     | 0                         | 0                      | 0                     |
|   | 354                  | 0                    | 0                     | 0                         | 0                      | 0                     |
| <b>Local Sources</b>                    |                      |                      |                       |                           |                        |                       |
| Local Cost Sharing                      | 3,771                | 0                    | 0                     | 0                         | 0                      | 39,998                |
|   | 3,771                | 0                    | 0                     | 0                         | 0                      | 39,998                |
| <b>Miscellaneous Revenues</b>           |                      |                      |                       |                           |                        |                       |
| Interest Earned                         | 96,890               | 114,134              | 50,000                | 78,500                    | 70,000                 | 70,000                |
| Other Miscellaneous                     | 6,903                | 33,958               | 170,730               | 57,230                    | 358,701                | 358,701               |
|   | 103,793              | 148,092              | 220,730               | 135,730                   | 428,701                | 428,701               |
| <b>Total External Revenues</b>          | 107,918              | 148,092              | 220,730               | 135,730                   | 428,701                | 468,699               |
| <b>Internal Revenues</b>                |                      |                      |                       |                           |                        |                       |
| <b>Other Cash Transfers</b>             |                      |                      |                       |                           |                        |                       |
| General Fund                            | 88,620               | 88,620               | 353,620               | 553,620                   | 153,620                | 307,477               |
|   | 88,620               | 88,620               | 353,620               | 553,620                   | 153,620                | 307,477               |
| <b>Interfund Service Reimbursements</b> |                      |                      |                       |                           |                        |                       |
| City Attorney                           | 10,013               | 9,018                | 12,348                | 12,348                    | 16,396                 | 16,396                |
| City Auditor                            | 201,266              | 181,952              | 236,461               | 236,461                   | 259,194                | 263,802               |
| Buildings                               | 69,869               | 58,513               | 125,595               | 111,270                   | 130,111                | 205,309               |
| Cable Commission                        | 2,555                | 1,659                | 2,733                 | 2,733                     | 3,034                  | 3,289                 |
| Cable Commission/Access                 | 3,833                | 2,490                | 3,202                 | 3,798                     | 4,552                  | 4,937                 |
| Commissioner of Public Affairs          | 11,731               | 6,913                | 7,252                 | 7,252                     | 6,730                  | 6,730                 |
| Commissioner of Public Safety           | 11,076               | 6,781                | 7,323                 | 7,323                     | 6,806                  | 6,806                 |
| Commissioner of Public Utilities        | 11,947               | 6,944                | 7,748                 | 7,748                     | 7,263                  | 7,263                 |
| Commissioner of Public Works            | 10,682               | 6,865                | 7,866                 | 7,866                     | 7,390                  | 7,390                 |
| Communications Services                 | 27,987               | 32,264               | 45,680                | 48,588                    | 43,372                 | 43,627                |
| Community Development                   | 15,173               | 15,938               | 19,678                | 19,678                    | 23,316                 | 31,153                |
| Emergency Communications                | 58,802               | 60,881               | 72,631                | 73,673                    | 80,084                 | 80,084                |
| Energy Office                           | 5,120                | 4,076                | 5,801                 | 5,801                     | 10,280                 | 10,942                |
| Environmental Services                  | 144,699              | 137,541              | 236,857               | 236,113                   | 259,905                | 285,945               |
| Facilities Services Fund                | 21,567               | 33,783               | 66,163                | 59,609                    | 59,175                 | 69,218                |
| Finance & Administration                | 1,332,392            | 1,132,562            | 1,263,704             | 1,263,704                 | 1,445,405              | 1,478,600             |
| Fire Bureau                             | 54,475               | 53,966               | 116,692               | 116,692                   | 127,698                | 127,698               |
| Fleet Management                        | 49,123               | 44,362               | 74,402                | 73,603                    | 79,435                 | 79,435                |
| FPD&R                                   | 13,386               | 4,916                | 7,425                 | 8,856                     | 8,123                  | 8,123                 |
| General Services                        | 20,954               | 11,123               | 27,939                | 27,939                    | 23,554                 | 25,956                |
| Golf Operating Fund                     | 5,117                | 5,943                | 6,788                 | 6,788                     | 7,425                  | 7,425                 |
| Government Relations                    | 3,260                | 6,167                | 10,882                | 10,882                    | 7,647                  | 7,647                 |
| Hydropower Operating Fund               | 532                  | 338                  | 393                   | 393                       | 430                    | 430                   |
| Licenses                                | 240,434              | 216,290              | 49,352                | 49,352                    | 50,663                 | 37,307                |
| Mayor                                   | 30,469               | 20,376               | 24,615                | 24,615                    | 34,558                 | 28,469                |
| Metropolitan Human Rights Comm          | 3,975                | 0                    | 0                     | 0                         | 0                      | 0                     |
| Neighborhood Involvement                | 4,213                | 6,962                | 10,172                | 10,172                    | 15,830                 | 16,675                |
| Parking Facilities Fund                 | 1,122                | 629                  | 3,189                 | 3,189                     | 3,488                  | 3,488                 |
| Parks Bureau                            | 90,667               | 70,091               | 108,850               | 108,850                   | 118,588                | 130,356               |
| Planning                                | 98,240               | 110,602              | 130,876               | 130,876                   | 152,312                | 203,224               |
| Police Bureau                           | 378,502              | 347,924              | 592,179               | 592,179                   | 648,669                | 648,669               |
| Portland International Raceway          | 1,023                | 722                  | 882                   | 882                       | 964                    | 964                   |
| Printing & Distribution                 | 44,257               | 65,979               | 131,844               | 131,844                   | 142,991                | 145,473               |
| Purchase & Stores                       | 71,494               | 58,474               | 64,449                | 64,449                    | 69,294                 | 72,209                |
| Refuse Disposal Fund                    | 0                    | 0                    | 0                     | 0                         | 0                      | 584                   |
| Special Appropriations                  | 1,456                | 0                    | 0                     | 0                         | 0                      | 25                    |
| Transportation                          | 130,130              | 127,877              | 232,438               | 232,438                   | 250,963                | 288,418               |
| Water Bureau                            | 924,614              | 907,306              | 695,492               | 920,492                   | 684,030                | 715,535               |
|   | 4,106,155            | 3,758,227            | 4,409,901             | 4,618,456                 | 4,789,675              | 5,069,601             |
| <b>Total Internal Revenues</b>          | 4,194,775            | 3,846,847            | 4,763,521             | 5,172,076                 | 4,943,295              | 5,377,078             |

|   | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Yr End Est.<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|----------------------|----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| <b>Beginning Fund Balance</b>               | 1,294,445            | 1,602,832            | 1,545,917             | 1,545,917                 | 1,118,783              | 1,118,783             |
| <b>TOTAL RESOURCES</b>                      | <b>\$ 5,597,138</b>  | <b>\$ 5,597,771</b>  | <b>\$ 6,530,168</b>   | <b>\$ 6,853,723</b>       | <b>\$ 6,490,779</b>    | <b>\$ 6,964,560</b>   |
| <b>REQUIREMENTS</b>                         |                      |                      |                       |                           |                        |                       |
| <b>Bureau Expenses</b>                      |                      |                      |                       |                           |                        |                       |
| <b>External Materials and Service</b>       | (5,912)              | (3,017)              | 0                     | 0                         | 0                      | 495,239               |
| Finance & Administration                    | 3,241,562            | 3,335,966            | 5,374,060             | 5,186,676                 | 5,197,075              | 5,197,075             |
|   | 3,241,562            | 3,335,966            | 5,374,060             | 5,186,676                 | 5,197,075              | 5,197,075             |
| <b>Capital Outlay</b>                       | 416,473              | 279,580              | 16,648                | 50,000                    | 0                      | 0                     |
| <b>Total Bureau Expenses</b>                | 3,652,123            | 3,612,529            | 5,390,708             | 5,236,676                 | 5,197,075              | 5,692,314             |
| <b>Fund Requirements</b>                    |                      |                      |                       |                           |                        |                       |
| <b>General Operating Contingency</b>        | 0                    | 0                    | 458,946               | 0                         | 1,020,654              | 1,030,124             |
| General Operating Contingency               | 0                    | 0                    | 260,289               | 0                         | 0                      | 0                     |
| Compensation Adjustment                     | 0                    | 0                    | 719,235               | 0                         | 1,020,654              | 1,030,124             |
| <b>General Fund Overhead</b>                | 147,825              | 202,684              | 227,604               | 0                         | 234,019                | 203,091               |
| <b>Fund Cash Transfers</b>                  | 0                    | 0                    | 150,000               | 150,000                   | 0                      | 0                     |
| Communication Services                      | 0                    | 0                    | 0                     | 305,643                   | 0                      | 0                     |
| General Fund                                | 0                    | 0                    | 150,000               | 455,643                   | 0                      | 0                     |
| <b>Debt Retirement</b>                      | 194,363              | 236,587              | 42,621                | 42,621                    | 39,031                 | 39,031                |
| <b>Unappropriated Ending Balance</b>        | 1,602,827            | 1,545,971            | 0                     | 1,118,783                 | 0                      | 0                     |
| Unappropriated Ending Balance               | 1,602,827            | 1,545,971            | 0                     | 1,118,783                 | 0                      | 0                     |
| <b>Total Fund Requirements</b>              | 1,945,015            | 1,985,242            | 1,139,460             | 1,617,047                 | 1,293,704              | 1,272,246             |
| <b>TOTAL REQUIREMENTS</b>                   | <b>\$ 5,597,138</b>  | <b>\$ 5,597,771</b>  | <b>\$ 6,530,168</b>   | <b>\$ 6,853,723</b>       | <b>\$ 6,490,779</b>    | <b>\$ 6,964,560</b>   |
| <b>LINE ITEM DETAIL – AU 550</b>            |                      |                      |                       |                           |                        |                       |
| <b>Materials and Services</b>               |                      |                      |                       |                           |                        |                       |
| <b>External Materials and Service</b>       | (5,912)              | (3,017)              | 0                     | 0                         | 0                      | 495,239               |
| 549000 Miscellaneous                        | (5,912)              | (3,017)              | 0                     | 0                         | 0                      | 495,239               |
| <b>Total External Materials and Service</b> | (5,912)              | (3,017)              | 0                     | 0                         | 0                      | 495,239               |
| <b>Internal Materials and Service</b>       | 3,241,562            | 3,335,966            | 5,374,060             | 5,186,676                 | 5,197,075              | 5,197,075             |
| 559000 Other Fund Services                  | 3,241,562            | 3,335,966            | 5,374,060             | 5,186,676                 | 5,197,075              | 5,197,075             |
| <b>Total Internal Materials and Service</b> | 3,241,562            | 3,335,966            | 5,374,060             | 5,186,676                 | 5,197,075              | 5,197,075             |
| <b>Total Materials and Services</b>         | 3,235,650            | 3,332,949            | 5,374,060             | 5,186,676                 | 5,197,075              | 5,692,314             |
| <b>Capital Outlay</b>                       | 416,473              | 279,580              | 16,648                | 50,000                    | 0                      | 0                     |
| 564000 Capital Equipment                    | 416,473              | 279,580              | 16,648                | 50,000                    | 0                      | 0                     |
| <b>Total Capital Outlay</b>                 | 416,473              | 279,580              | 16,648                | 50,000                    | 0                      | 0                     |
| <b>TOTAL BUREAU EXPENSES</b>                | <b>\$ 3,652,123</b>  | <b>\$ 3,612,529</b>  | <b>\$ 5,390,708</b>   | <b>\$ 5,236,676</b>       | <b>\$ 5,197,075</b>    | <b>\$ 5,692,314</b>   |

## FUND OVERVIEW

### Fund Purpose

The Information Services Fund receives revenues and records expenditures associated with the management, operation, and delivery of a variety of information technology services to City bureaus. In addition, the fund supports the facilitation of multi-year funding of major information technology initiatives. The fund is primarily supported by revenues from City bureaus.

### Services

The Bureau of Information Technology is undergoing a continuous improvement process to ensure it is a leader and premier provider of information technology services.

The Information Services Fund supports the following activities:

- ◆ Implementation of the City's corporate strategic plan for Information and Telecommunications;
- ◆ Provision of a coordinated, Citywide approach to Year 2000 (Y2K) preparedness;
- ◆ Management of Citywide integrated information networks linking multiple, independent City organizations;
- ◆ Development, implementation, operation, and maintenance of quality and cost effective departmental and Citywide information systems based on process analysis and application of appropriate technology to meet the City's business needs;
- ◆ Provision of support to users in the productive use of information technology through training, troubleshooting, and service restoration;
- ◆ Development of Citywide strategies for improved application of technology to improve citizen access to information and services as well as to improve the internal effectiveness of City operations; and
- ◆ Smart building backbone costs which were transferred from Facilities to the Bureau of Information Technology.

Information Technology staff and associated materials and services are budgeted in OF&A and are reimbursed through an interagency agreement between the Fund and OF&A General Fund.

**Information Technology Fund – 711****DEBT REDEMPTION SCHEDULE**

| <b>Bond Description</b>        | <b>Amount<br/>Issued</b> | <b>Fiscal Year</b> | <b>Principal</b> | <b>Coupon</b> | <b>Interest</b> | <b>Total P+I</b> |
|--------------------------------|--------------------------|--------------------|------------------|---------------|-----------------|------------------|
| Series 1996 B                  | 503,010                  | 1999/00            | 35,947           | 9.13%         | 3,084           | 39,030           |
| Limited Tax Revenue            |                          | 2000/01            | 32,649           | 4.60%         | 1,502           | 34,150           |
| 06/01/96                       |                          |                    |                  |               |                 |                  |
| <b>TOTAL FUND DEBT SERVICE</b> |                          |                    | <b>\$ 68,596</b> |               | <b>\$ 4,585</b> | <b>\$ 73,181</b> |



# Insurance and Claims Operating Fund – 708

## FUND SUMMARY

|   | Actual<br>FY 1996–97 | Actual<br>FY 1997–98 | Revised<br>FY 1998–99 | Yr End Est.<br>FY 1998–99 | Approved<br>FY 1999–00 | Adopted<br>FY 1999–00 |
|---|----------------------|----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| <b>RESOURCES</b>                        |                      |                      |                       |                           |                        |                       |
| <b>External Revenues</b>                |                      |                      |                       |                           |                        |                       |
| <b>Service Charges and Fees</b>         |                      |                      |                       |                           |                        |                       |
| Miscellaneous                           | 284                  | 46                   | 0                     | 0                         | 0                      | 0                     |
|   | 284                  | 46                   | 0                     | 0                         | 0                      | 0                     |
| <b>Miscellaneous Revenues</b>           |                      |                      |                       |                           |                        |                       |
| Interest Earned                         | 377,801              | 354,271              | 412,145               | 412,145                   | 290,643                | 290,643               |
| Other Miscellaneous                     | 592,642              | 116,306              | 53,610                | 53,610                    | 53,093                 | 53,093                |
|   | 970,443              | 470,577              | 465,755               | 465,755                   | 343,736                | 343,736               |
| <b>Total External Revenues</b>          | 970,727              | 470,623              | 465,755               | 465,755                   | 343,736                | 343,736               |
| <b>Internal Revenues</b>                |                      |                      |                       |                           |                        |                       |
| <b>Interfund Service Reimbursements</b> |                      |                      |                       |                           |                        |                       |
| City Attorney                           | 27,088               | 30,797               | 30,131                | 30,131                    | 31,215                 | 31,215                |
| City Auditor                            | 25,275               | 29,650               | 30,732                | 30,732                    | 31,838                 | 31,838                |
| Buildings                               | 332,138              | 473,436              | 432,948               | 432,948                   | 448,535                | 448,535               |
| Cable Commission                        | 1,596                | 1,612                | 1,684                 | 1,684                     | 1,744                  | 1,744                 |
| Cable Commission/Access                 | 2,395                | 2,418                | 2,525                 | 2,525                     | 2,616                  | 2,616                 |
| Commissioner of Public Affairs          | 5,352                | 6,147                | 5,808                 | 5,808                     | 6,017                  | 6,017                 |
| Commissioner of Public Safety           | 5,030                | 6,262                | 6,252                 | 6,252                     | 6,478                  | 6,478                 |
| Commissioner of Public Utilities        | 6,195                | 6,672                | 5,741                 | 5,741                     | 5,948                  | 5,948                 |
| Commissioner of Public Works            | 5,530                | 5,221                | 3,403                 | 3,403                     | 3,525                  | 3,525                 |
| Communications Services                 | 28,438               | 30,629               | 31,514                | 31,514                    | 32,649                 | 32,649                |
| Community Development                   | 10,825               | 12,550               | 11,471                | 11,471                    | 11,884                 | 11,884                |
| Emergency Communications                | 104,196              | 146,433              | 178,247               | 178,247                   | 184,664                | 184,664               |
| Energy Office                           | 4,942                | 5,015                | 5,426                 | 5,426                     | 5,621                  | 5,621                 |
| Environmental Services                  | 277,536              | 299,974              | 478,146               | 478,146                   | 524,615                | 524,615               |
| Facilities Services Fund                | 59,766               | 73,491               | 73,521                | 73,521                    | 76,168                 | 76,168                |
| Finance & Administration                | 65,116               | 71,068               | 74,700                | 74,700                    | 77,389                 | 77,389                |
| Fire Bureau                             | 296,751              | 407,934              | 449,031               | 449,031                   | 465,196                | 465,196               |
| Fleet Management                        | 41,282               | 41,834               | 46,498                | 46,498                    | 48,172                 | 48,172                |
| General Services                        | 34,232               | 39,742               | 1,717                 | 1,717                     | 1,779                  | 1,779                 |
| Golf Operating Fund                     | 26,108               | 30,239               | 37,253                | 37,253                    | 38,595                 | 38,595                |
| Government Relations                    | 3,806                | 4,144                | 4,332                 | 4,332                     | 4,488                  | 4,488                 |
| Hydropower Operating Fund               | 32,493               | 35,316               | 34,616                | 34,616                    | 35,862                 | 35,862                |
| Licenses                                | 17,150               | 22,931               | 20,672                | 20,672                    | 21,417                 | 21,417                |
| Mayor                                   | 11,954               | 14,563               | 17,419                | 17,419                    | 18,046                 | 18,046                |
| Metropolitan Human Rights Comm          | 3,022                | 0                    | 0                     | 0                         | 0                      | 0                     |
| Neighborhood Involvement                | 12,651               | 18,432               | 19,658                | 19,658                    | 20,366                 | 20,366                |
| Parking Facilities Fund                 | 0                    | 0                    | 44,480                | 44,480                    | 46,081                 | 46,081                |
| Parks Bureau                            | 298,751              | 267,428              | 284,727               | 284,727                   | 335,398                | 335,398               |
| Planning                                | 58,360               | 66,866               | 69,393                | 69,393                    | 71,891                 | 71,891                |
| Police Bureau                           | 2,172,208            | 1,857,959            | 1,956,402             | 1,956,402                 | 2,106,821              | 2,106,821             |
| Portland International Raceway          | 14,582               | 19,658               | 15,858                | 15,858                    | 16,429                 | 16,429                |
| Printing & Distribution                 | 20,019               | 19,794               | 21,970                | 21,970                    | 22,761                 | 22,761                |
| Purchase & Stores                       | 9,378                | 10,588               | 13,502                | 13,502                    | 13,988                 | 13,988                |
| Transportation                          | 843,119              | 673,959              | 804,235               | 804,235                   | 924,999                | 924,999               |
| Water Bureau                            | 429,842              | 361,613              | 356,730               | 356,730                   | 442,846                | 442,846               |
|   | 5,287,126            | 5,094,375            | 5,570,742             | 5,570,742                 | 6,086,041              | 6,086,041             |
| <b>Total Internal Revenues</b>          | 5,287,126            | 5,094,375            | 5,570,742             | 5,570,742                 | 6,086,041              | 6,086,041             |
| <b>Beginning Fund Balance</b>           | 7,122,481            | 6,982,811            | 6,477,840             | 6,477,840                 | 6,838,651              | 6,838,651             |
| <b>TOTAL RESOURCES</b>                  | <b>\$ 13,380,334</b> | <b>\$ 12,547,809</b> | <b>\$ 12,514,337</b>  | <b>\$ 12,514,337</b>      | <b>\$ 13,268,428</b>   | <b>\$ 13,268,428</b>  |
| <b>REQUIREMENTS</b>                     |                      |                      |                       |                           |                        |                       |
| <b>Bureau Expenses</b>                  |                      |                      |                       |                           |                        |                       |
| <b>External Materials and Service</b>   |                      |                      |                       |                           |                        |                       |
| City Attorney                           | 4,418,839            | 3,956,225            | 3,026,262             | 3,508,898                 | 3,225,957              | 3,225,957             |
| City Auditor                            | 748,111              | 864,313              | 864,720               | 864,720                   | 893,488                | 893,488               |
| Finance & Administration                | 1,110,725            | 1,125,528            | 1,165,005             | 1,180,329                 | 1,353,293              | 1,353,293             |
|   | 1,858,836            | 1,989,841            | 2,029,725             | 2,045,049                 | 2,246,781              | 2,246,781             |
| <b>Total Bureau Expenses</b>            | 6,277,675            | 5,946,066            | 5,055,987             | 5,553,947                 | 5,472,738              | 5,472,738             |

|   | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Yr End Est.<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|----------------------|----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| <b>Fund Requirements</b>                    |                      |                      |                       |                           |                        |                       |
| <b>General Operating Contingency</b>        |                      |                      |                       |                           |                        |                       |
| General Operating Contingency               | 0                    | 0                    | 7,302,387             | 6,783,072                 | 7,637,531              | 7,634,019             |
| Compensation Adjustment                     | 0                    | 0                    | 34,224                | 34,224                    | 16,760                 | 16,760                |
|   | 0                    | 0                    | 7,336,611             | 6,817,296                 | 7,654,291              | 7,650,779             |
| <b>General Fund Overhead</b>                | 119,848              | 123,901              | 121,739               | 143,094                   | 141,399                | 144,911               |
| <b>Unappropriated Ending Balance</b>        |                      |                      |                       |                           |                        |                       |
| Unappropriated Ending Balance               | 6,982,811            | 6,477,842            | 0                     | 0                         | 0                      | 0                     |
|   | 6,982,811            | 6,477,842            | 0                     | 0                         | 0                      | 0                     |
| <b>Total Fund Requirements</b>              | 7,102,659            | 6,601,743            | 7,458,350             | 6,960,390                 | 7,795,690              | 7,795,690             |
| <b>TOTAL REQUIREMENTS</b>                   | <b>\$ 13,380,334</b> | <b>\$ 12,547,809</b> | <b>\$ 12,514,337</b>  | <b>\$ 12,514,337</b>      | <b>\$ 13,268,428</b>   | <b>\$ 13,268,428</b>  |
| <b>LINE ITEM DETAIL – AU 572</b>            |                      |                      |                       |                           |                        |                       |
| <b>Materials and Services</b>               |                      |                      |                       |                           |                        |                       |
| <b>External Materials and Service</b>       |                      |                      |                       |                           |                        |                       |
| 521000 Professional Services                | 57,556               | 306,506              | 102,000               | 102,000                   | 102,000                | 102,000               |
| 529000 Miscellaneous Services               | 4,361,283            | 3,649,719            | 2,924,262             | 3,406,898                 | 3,123,957              | 3,123,957             |
| <b>Total External Materials and Service</b> | 4,418,839            | 3,956,225            | 3,026,262             | 3,508,898                 | 3,225,957              | 3,225,957             |
| <b>Internal Materials and Service</b>       |                      |                      |                       |                           |                        |                       |
| 559000 Other Fund Services                  | 1,858,836            | 1,989,841            | 2,029,725             | 2,045,049                 | 2,246,781              | 2,246,781             |
| <b>Total Internal Materials and Service</b> | 1,858,836            | 1,989,841            | 2,029,725             | 2,045,049                 | 2,246,781              | 2,246,781             |
| <b>Total Materials and Services</b>         | 6,277,675            | 5,946,066            | 5,055,987             | 5,553,947                 | 5,472,738              | 5,472,738             |
| <b>TOTAL BUREAU EXPENSES</b>                | <b>\$ 6,277,675</b>  | <b>\$ 5,946,066</b>  | <b>\$ 5,055,987</b>   | <b>\$ 5,553,947</b>       | <b>\$ 5,472,738</b>    | <b>\$ 5,472,738</b>   |

## FUND OVERVIEW

### Fund Purpose

The Insurance and Claims Fund provides for fleet and general liability claim administration, management of the City's commercial insurance portfolio, and Citywide leadership in loss control.

Insurance and Claims staff and related materials and services reside in the Office of Finance and Administration (OF&A) appropriation unit in the General Fund. OF&A is reimbursed for these expenditures by the Insurance and Claims Fund through an interagency agreement. The fund's primary resource is interagency revenue from City bureaus.

### Expenditures

*Interagency increases are consistent with current service level inflation rates.*

Fund expenditures are primarily for claims payments, which are budgeted at \$3,759,105 for FY 1999-00. This represents an increase of approximately 7.0% over FY 1998-99. Projected claims are based upon an independent actuarial study completed for the period ending June 30, 1998. Overall, interagency charges are increasing by 3.6% over FY 1998-99.

### Reserves

The reserve requirement assumed within the FY 1999-00 budget is based on the latest actuarial study, which provides a range for the recommended reserve levels needed to cover outstanding incurred liabilities. The range of estimates is produced by calculating reserves at various *confidence levels* (e.g., probability that actual losses will not exceed the reserve level). In addition to the range based on the various confidence levels, reserves are stated at a discounted level, which takes into account that the fund earns interest on fund balances. The liability reserve requirement is \$8,966,691 pursuant to the June 30, 1998 actuarial estimate at the discounted *expected* confidence level.

# Governmental Bond Redemption Fund – 702

## FUND SUMMARY

|   | Actual<br>FY 1996–97 | Actual<br>FY 1997–98 | Revised<br>FY 1998–99 | Yr End Est.<br>FY 1998–99 | Approved<br>FY 1999–00 | Adopted<br>FY 1999–00 |
|---|----------------------|----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| <b>RESOURCES</b>                            |                      |                      |                       |                           |                        |                       |
| <b>External Revenues</b>                    |                      |                      |                       |                           |                        |                       |
| <b>Miscellaneous Revenues</b>               |                      |                      |                       |                           |                        |                       |
| Bond and Note Sales                         | 0                    | 4,292,946            | 0                     | 0                         | 0                      | 0                     |
| Interest Earned                             | 4,955                | 34                   | 0                     | 0                         | 0                      | 0                     |
| Other Miscellaneous                         | 17,604               | 24,512               | 0                     | 0                         | 0                      | 0                     |
|   | 22,559               | 4,317,492            | 0                     | 0                         | 0                      | 0                     |
| <b>Total External Revenues</b>              | 22,559               | 4,317,492            | 0                     | 0                         | 0                      | 0                     |
| <b>Internal Revenues</b>                    |                      |                      |                       |                           |                        |                       |
| <b>Other Cash Transfers</b>                 |                      |                      |                       |                           |                        |                       |
| Facilities Services Fund                    | 0                    | 0                    | 0                     | 694                       | 0                      | 0                     |
| General Fund                                | 510,771              | 119,061              | 2,536,794             | 2,861,794                 | 2,992,291              | 2,992,291             |
| Arena/Coliseum Operating Fund               | 930,810              | 678,840              | 0                     | 0                         | 0                      | 0                     |
| Capital Improvement Fund                    | 3,313,811            | 45,320               | 148,345               | 148,345                   | 52,475                 | 52,475                |
| Housing Investment Fund                     | 0                    | 0                    | 960,502               | 960,502                   | 3,325,408              | 10,000                |
| Transportation Operating Fund               | 234,368              | 11,406               | 11,340                | 11,340                    | 0                      | 0                     |
|   | 4,989,760            | 854,627              | 3,656,981             | 3,982,675                 | 6,370,174              | 3,054,766             |
| <b>Interfund Service Reimbursements</b>     |                      |                      |                       |                           |                        |                       |
| City Attorney                               | 40,779               | 57,567               | 0                     | 0                         | 0                      | 0                     |
| City Auditor                                | 18,065               | 9,948                | 0                     | 0                         | 0                      | 0                     |
| Fire Bureau                                 | 464,381              | 511,606              | 0                     | 0                         | 0                      | 0                     |
| Licenses                                    | 59,724               | 53,211               | 59,448                | 59,448                    | 0                      | 0                     |
| Metropolitan Human Rights Comm              | 4,422                | 0                    | 0                     | 0                         | 0                      | 0                     |
| Neighborhood Involvement                    | 0                    | 8,946                | 0                     | 0                         | 0                      | 0                     |
| Parks Bureau                                | 117,203              | 76,274               | 16,618                | 16,618                    | 15,673                 | 15,673                |
| Planning                                    | 46,763               | 77,747               | 0                     | 0                         | 0                      | 0                     |
| Police Bureau                               | 319,479              | 392,112              | 0                     | 0                         | 0                      | 0                     |
| Special Appropriations                      | 0                    | 0                    | 325,000               | 0                         | 0                      | 0                     |
|   | 1,070,816            | 1,187,411            | 401,066               | 76,066                    | 15,673                 | 15,673                |
| <b>Total Internal Revenues</b>              | 6,060,576            | 2,042,038            | 4,058,047             | 4,058,741                 | 6,385,847              | 3,070,439             |
| <b>Beginning Fund Balance</b>               | 15,137               | 36,991               | 36,992                | 36,992                    | 37,045                 | 37,045                |
| <b>TOTAL RESOURCES</b>                      | <b>\$ 6,098,272</b>  | <b>\$ 6,396,521</b>  | <b>\$ 4,095,039</b>   | <b>\$ 4,095,733</b>       | <b>\$ 6,422,892</b>    | <b>\$ 3,107,484</b>   |
| <b>REQUIREMENTS</b>                         |                      |                      |                       |                           |                        |                       |
| <b>Bureau Expenses</b>                      |                      |                      |                       |                           |                        |                       |
| <b>External Materials and Service</b>       | 0                    | 29,095               | 0                     | 10,000                    | 10,000                 | 10,000                |
| <b>Total Bureau Expenses</b>                | 0                    | 29,095               | 0                     | 10,000                    | 10,000                 | 10,000                |
| <b>Fund Requirements</b>                    |                      |                      |                       |                           |                        |                       |
| <b>Debt Retirement</b>                      | 6,061,281            | 6,330,398            | 4,057,994             | 4,048,688                 | 6,375,847              | 3,060,439             |
| <b>Unappropriated Ending Balance</b>        |                      |                      |                       |                           |                        |                       |
| Unappropriated Ending Balance               | 36,991               | 37,028               | 37,045                | 37,045                    | 37,045                 | 37,045                |
|   | 36,991               | 37,028               | 37,045                | 37,045                    | 37,045                 | 37,045                |
| <b>Total Fund Requirements</b>              | 6,098,272            | 6,367,426            | 4,095,039             | 4,085,733                 | 6,412,892              | 3,097,484             |
| <b>TOTAL REQUIREMENTS</b>                   | <b>\$ 6,098,272</b>  | <b>\$ 6,396,521</b>  | <b>\$ 4,095,039</b>   | <b>\$ 4,095,733</b>       | <b>\$ 6,422,892</b>    | <b>\$ 3,107,484</b>   |
| <b>LINE ITEM DETAIL – AU 782</b>            |                      |                      |                       |                           |                        |                       |
| <b>Materials and Services</b>               |                      |                      |                       |                           |                        |                       |
| <b>External Materials and Service</b>       |                      |                      |                       |                           |                        |                       |
| 549000 Miscellaneous                        | 0                    | 29,095               | 0                     | 10,000                    | 10,000                 | 10,000                |
| <b>Total External Materials and Service</b> | 0                    | 29,095               | 0                     | 10,000                    | 10,000                 | 10,000                |
| <b>Total Materials and Services</b>         | 0                    | 29,095               | 0                     | 10,000                    | 10,000                 | 10,000                |
| <b>TOTAL BUREAU EXPENSES</b>                | <b>\$ 0</b>          | <b>\$ 29,095</b>     | <b>\$ 0</b>           | <b>\$ 10,000</b>          | <b>\$ 10,000</b>       | <b>\$ 10,000</b>      |

**FUND OVERVIEW**

This fund is used to achieve a proper matching of revenues and expenditures related to financing the acquisition of equipment and facilities necessary for providing essential City services. Specifically, this fund accounts for resources, and allocation thereof, to pay principal and interest on outstanding indebtedness in the General Long-term Debt Account Group. Primarily, this fund pays principal and interest on capital lease and note obligations.

# Governmental Bond Redemption Fund – 702

## DEBT REDEMPTION SCHEDULE

| Bond Description                     | Amount Issued | Fiscal Year  | Principal        | Coupon | Interest         | Total P+I        |
|--------------------------------------|---------------|--------------|------------------|--------|------------------|------------------|
| Series 1993 B                        | 875,962       | 1999/00      | 45,000           | 3.90%  | 7,475            | 52,475           |
| Full Faith & Credit                  |               | 2000/01      | 45,000           | 4.00%  | 5,720            | 50,720           |
| Due 4/1                              |               | 2001/02      | 45,000           | 4.10%  | 5,721            | 50,721           |
|                                      |               | 2002/03      | 50,000           | 4.15%  | 2,075            | 52,075           |
| <b>TOTAL FULL FAITH &amp; CREDIT</b> |               | <b>TOTAL</b> | <b>185,000</b>   |        | <b>20,991</b>    | <b>205,991</b>   |
| Multnomah Arts Center                | 100,902       | 1999/00      | 7,032            | 7.50%  | 5,772            | 12,804           |
| Energy Loan                          |               | 2000/01      | 7,586            | 7.50%  | 5,218            | 12,804           |
| State of Oregon                      |               | 2001/02      | 8,175            | 7.50%  | 4,629            | 12,804           |
|                                      |               | 2002/03      | 8,816            | 7.50%  | 3,988            | 12,804           |
|                                      |               | 2003/04      | 9,489            | 7.50%  | 3,315            | 12,804           |
|                                      |               | 2004/05      | 10,231           | 7.50%  | 2,573            | 12,804           |
|                                      |               | 2005/06      | 11,025           | 7.50%  | 1,779            | 12,804           |
|                                      |               | 2006/07      | 11,882           | 7.50%  | 922              | 12,804           |
|                                      |               | 2007/08      | 6,789            | 7.50%  | 120              | 6,909            |
|                                      |               | <b>TOTAL</b> | <b>81,024</b>    |        | <b>28,316</b>    | <b>109,341</b>   |
| Buckman Field House                  | 8,047         | 1999/00      | 797              | 8.00%  | 383              | 1,180            |
| Energy Loan                          |               | 2000/01      | 860              | 8.00%  | 320              | 1,180            |
| State of Oregon                      |               | 2001/02      | 929              | 8.00%  | 251              | 1,180            |
|                                      |               | 2002/03      | 1,004            | 8.00%  | 176              | 1,180            |
|                                      |               | 2003/04      | 1,084            | 8.00%  | 96               | 1,180            |
|                                      |               | 2004/05      | 117              | 8.00%  | 9                | 127              |
|                                      |               | <b>TOTAL</b> | <b>4,791</b>     |        | <b>1,236</b>     | <b>6,027</b>     |
| Energy Loan                          | 108,950       | 1999/00      | 7,828            |        | 6,156            | 13,984           |
| State of Oregon                      |               | 2000/01      | 8,446            |        | 5,538            | 13,984           |
|                                      |               | 2001/02      | 9,104            |        | 4,880            | 13,984           |
|                                      |               | 2002/03      | 9,819            |        | 4,165            | 13,984           |
|                                      |               | 2003/04      | 10,573           |        | 3,411            | 13,984           |
|                                      |               | 2004/05      | 10,348           |        | 2,583            | 12,931           |
|                                      |               | 2005/06      | 11,025           |        | 1,779            | 12,804           |
|                                      |               | 2006/07      | 11,882           |        | 922              | 12,804           |
|                                      |               | 2007/08      | 6,789            |        | 120              | 6,909            |
| <b>TOTAL ENERGY LOAN</b>             |               |              | <b>85,816</b>    |        | <b>29,552</b>    | <b>115,368</b>   |
| Series 1996B                         | 2,999,580     | 1999/00      | 210,971          | 9.13%  | 17,998           | 228,970          |
| Limited Tax Revenue                  |               | 2000/01      | 189,466          | 4.60%  | 8,715            | 198,181          |
| 06/01/96                             |               | <b>TOTAL</b> | <b>400,437</b>   |        | <b>26,714</b>    | <b>427,151</b>   |
| Series 1998B                         | 8,499,490     | 1999/00      | 1,297,337        | 3.80%  | 300,077          | 1,597,414        |
| Limited Tax Revenue                  |               | 2000/01      | 1,365,120        | 3.90%  | 250,779          | 1,615,898        |
| 6/15/1998                            |               | 2001/02      | 1,567,903        | 4.00%  | 197,539          | 1,765,442        |
| Due 6/1                              |               | 2002/03      | 705,686          | 4.05%  | 134,823          | 840,509          |
|                                      |               | 2003/04      | 110,000          | 4.10%  | 106,243          | 216,243          |
|                                      |               | 2004/05      | 115,000          | 4.20%  | 101,733          | 216,733          |
|                                      |               | 2005/06      | 120,000          | 4.25%  | 96,903           | 216,903          |
|                                      |               | 2006/07      | 125,000          | 4.30%  | 91,803           | 216,803          |
|                                      |               | 2007/08      | 130,000          | 4.35%  | 86,428           | 216,428          |
|                                      |               | 2008/09      | 140,000          | 4.40%  | 80,773           | 220,773          |
|                                      |               | 2009/10      | 145,000          | 4.45%  | 74,613           | 219,613          |
|                                      |               | 2010/11      | 150,000          | 4.55%  | 68,160           | 218,160          |
|                                      |               | 2011/12      | 155,000          | 4.65%  | 61,335           | 216,335          |
|                                      |               | 2012/13      | 165,000          | 4.75%  | 54,128           | 219,128          |
|                                      |               | 2013/14      | 170,000          | 4.80%  | 46,290           | 216,290          |
|                                      |               | 2014/15      | 180,000          | 4.85%  | 38,130           | 218,130          |
|                                      |               | 2015/16      | 190,000          | 4.90%  | 29,400           | 219,400          |
|                                      |               | 2016/17      | 200,000          | 4.90%  | 20,090           | 220,090          |
|                                      |               | 2017/18      | 210,000          | 4.90%  | 10,290           | 220,290          |
|                                      |               | <b>TOTAL</b> | <b>7,241,045</b> |        | <b>1,849,533</b> | <b>9,090,578</b> |
| Limited Tax Revenue                  | 7,865,821     | 1999/00      | 1,508,308        |        | 318,076          | 1,826,384        |
|                                      |               | 2000/01      | 1,554,586        |        | 259,494          | 1,814,080        |
|                                      |               | 2001/02      | 1,567,903        |        | 197,539          | 1,765,442        |

# Governmental Bond Redemption Fund – 702

## DEBT REDEMPTION SCHEDULE

| Bond Description   | Amount<br>Issued | Fiscal Year | Principal           | Coupon | Interest            | Total P+I            |
|--|------------------|-------------|---------------------|--------|---------------------|----------------------|
|  |                  | 2002/03     | 705,686             |        | 134,823             | 840,509              |
|  |                  | 2003/04     | 110,000             |        | 106,243             | 216,243              |
|  |                  | 2004/05     | 115,000             |        | 101,733             | 216,733              |
|  |                  | 2005/06     | 120,000             |        | 96,903              | 216,903              |
|  |                  | 2006/07     | 125,000             |        | 91,803              | 216,803              |
|  |                  | 2007/08     | 130,000             |        | 86,428              | 216,428              |
|  |                  | 2008/09     | 140,000             |        | 80,773              | 220,773              |
|  |                  | 2009/10     | 145,000             |        | 74,613              | 219,613              |
|  |                  | 2010/11     | 150,000             |        | 68,160              | 218,160              |
|  |                  | 2011/12     | 155,000             |        | 61,335              | 216,335              |
|  |                  | 2012/13     | 165,000             |        | 54,128              | 219,128              |
|  |                  | 2013/14     | 170,000             |        | 46,290              | 216,290              |
|  |                  | 2014/15     | 180,000             |        | 38,130              | 218,130              |
|  |                  | 2015/16     | 190,000             |        | 29,400              | 219,400              |
|  |                  | 2016/17     | 200,000             |        | 20,090              | 220,090              |
|  |                  | 2017/18     | 210,000             |        | 10,290              | 220,290              |
| <b>TOTAL LIMITED TAX REVENUE</b>                         |                  |             | 7,641,483           |        | 1,876,246           | 9,517,729            |
| <b>Projected<br/>Lines of Credit<br/>Short Term Debt</b> |                  |             |                     |        |                     |                      |
| <b>COMBINED DEBT SERVICE</b>                             | 8,850,733        | 1999/00     | 655,873             |        | 511,720             | 1,167,593            |
|  |                  | 1999/00     | 2,217,009           |        | 843,426             | 3,060,436            |
|  |                  | 2000/01     | 1,608,032           |        | 270,752             | 1,878,784            |
|  |                  | 2001/02     | 1,622,007           |        | 208,140             | 1,830,147            |
|  |                  | 2002/03     | 765,505             |        | 141,062             | 906,568              |
|  |                  | 2003/04     | 120,573             |        | 109,653             | 230,227              |
|  |                  | 2004/05     | 125,348             |        | 104,315             | 229,663              |
|  |                  | 2005/06     | 131,025             |        | 98,682              | 229,707              |
|  |                  | 2006/07     | 136,882             |        | 92,724              | 229,606              |
|  |                  | 2007/08     | 136,789             |        | 86,547              | 223,336              |
|  |                  | 2008/09     | 140,000             |        | 80,773              | 220,773              |
|  |                  | 2009/10     | 145,000             |        | 74,613              | 219,613              |
|  |                  | 2010/11     | 150,000             |        | 68,160              | 218,160              |
|  |                  | 2011/12     | 155,000             |        | 61,335              | 216,335              |
|  |                  | 2012/13     | 165,000             |        | 54,128              | 219,128              |
|  |                  | 2013/14     | 170,000             |        | 46,290              | 216,290              |
|  |                  | 2014/15     | 180,000             |        | 38,130              | 218,130              |
|  |                  | 2015/16     | 190,000             |        | 29,400              | 219,400              |
|  |                  | 2016/17     | 200,000             |        | 20,090              | 220,090              |
|  |                  | 2017/18     | 210,000             |        | 10,290              | 220,290              |
| <b>TOTAL FUND DEBT SERVICE</b>                           |                  |             | <b>\$ 8,568,171</b> |        | <b>\$ 2,438,509</b> | <b>\$ 11,006,680</b> |

# Workers' Compensation Operating Fund – 709

## FUND SUMMARY

|   | Actual<br>FY 1996–97 | Actual<br>FY 1997–98 | Revised<br>FY 1998–99 | Yr End Est.<br>FY 1998–99 | Approved<br>FY 1999–00 | Adopted<br>FY 1999–00 |
|---|----------------------|----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| <b>RESOURCES</b>                        |                      |                      |                       |                           |                        |                       |
| <b>External Revenues</b>                |                      |                      |                       |                           |                        |                       |
| <b>Miscellaneous Revenues</b>           |                      |                      |                       |                           |                        |                       |
| Interest Earned                         | 736,049              | 778,523              | 698,977               | 698,977                   | 543,018                | 543,018               |
| Other Miscellaneous                     | 282,816              | 110,373              | 136,953               | 129,137                   | 138,595                | 138,595               |
|   | 1,018,865            | 888,896              | 835,930               | 828,114                   | 681,613                | 681,613               |
| <b>Total External Revenues</b>          | 1,018,865            | 888,896              | 835,930               | 828,114                   | 681,613                | 681,613               |
| <b>Internal Revenues</b>                |                      |                      |                       |                           |                        |                       |
| <b>Interfund Service Reimbursements</b> |                      |                      |                       |                           |                        |                       |
| City Attorney                           | 34,019               | 30,502               | 26,020                | 26,020                    | 26,956                 | 26,956                |
| City Auditor                            | 29,702               | 26,063               | 23,340                | 23,340                    | 24,180                 | 24,180                |
| Buildings                               | 109,807              | 86,290               | 93,961                | 93,961                    | 97,344                 | 97,344                |
| Cable Commission                        | 2,082                | 1,690                | 1,551                 | 1,551                     | 1,607                  | 1,607                 |
| Cable Commission/Access                 | 3,123                | 2,535                | 2,327                 | 2,327                     | 2,410                  | 2,410                 |
| Commissioner of Public Affairs          | 7,289                | 6,612                | 5,263                 | 5,263                     | 5,453                  | 5,453                 |
| Commissioner of Public Safety           | 6,492                | 6,392                | 5,487                 | 5,487                     | 5,685                  | 5,685                 |
| Commissioner of Public Utilities        | 8,050                | 6,912                | 5,181                 | 5,181                     | 5,367                  | 5,367                 |
| Commissioner of Public Works            | 7,316                | 5,469                | 3,120                 | 3,120                     | 3,232                  | 3,232                 |
| Communications Services                 | 19,363               | 17,102               | 15,072                | 15,072                    | 15,614                 | 15,614                |
| Community Development                   | 13,535               | 12,309               | 9,780                 | 9,780                     | 10,132                 | 10,132                |
| Emergency Communications                | 167,785              | 115,979              | 86,071                | 86,071                    | 89,169                 | 89,169                |
| Energy Office                           | 6,553                | 5,274                | 4,941                 | 4,941                     | 5,119                  | 5,119                 |
| Environmental Services                  | 219,332              | 154,843              | 158,606               | 158,606                   | 164,316                | 164,316               |
| Facilities Services Fund                | 30,501               | 21,837               | 15,898                | 15,898                    | 16,470                 | 16,470                |
| Finance & Administration                | 77,967               | 69,964               | 63,046                | 63,046                    | 65,316                 | 65,316                |
| Fire Bureau                             | 314,381              | 329,338              | 383,525               | 383,525                   | 418,298                | 418,298               |
| Fleet Management                        | 111,465              | 81,089               | 100,230               | 100,230                   | 103,838                | 103,838               |
| General Services                        | 12,513               | 10,921               | 9,804                 | 9,804                     | 10,157                 | 10,157                |
| Golf Operating Fund                     | 26,852               | 24,514               | 26,899                | 26,899                    | 27,867                 | 27,867                |
| Government Relations                    | 5,157                | 4,419                | 4,000                 | 4,000                     | 4,144                  | 4,144                 |
| Hydropower Operating Fund               | 2,951                | 2,593                | 2,307                 | 2,307                     | 2,390                  | 2,390                 |
| Licenses                                | 21,347               | 19,216               | 18,423                | 18,423                    | 19,086                 | 19,086                |
| Mayor                                   | 15,067               | 13,234               | 11,764                | 11,764                    | 12,188                 | 12,188                |
| Metropolitan Human Rights Comm          | 4,112                | 0                    | 0                     | 0                         | 0                      | 0                     |
| Neighborhood Involvement                | 18,471               | 20,426               | 19,463                | 19,463                    | 20,164                 | 20,164                |
| Parks Bureau                            | 485,544              | 427,194              | 266,169               | 266,169                   | 320,878                | 320,878               |
| Planning                                | 41,026               | 35,144               | 32,663                | 32,663                    | 33,839                 | 33,839                |
| Police Bureau                           | 147,743              | 114,181              | 142,608               | 142,608                   | 147,742                | 147,742               |
| Portland International Raceway          | 5,151                | 4,448                | 3,598                 | 3,598                     | 3,728                  | 3,728                 |
| Printing & Distribution                 | 22,973               | 17,345               | 15,440                | 15,440                    | 15,996                 | 15,996                |
| Purchase & Stores                       | 12,307               | 11,457               | 12,991                | 12,991                    | 13,458                 | 13,458                |
| Transportation                          | 720,187              | 588,537              | 559,807               | 559,807                   | 642,263                | 642,263               |
| Water Bureau                            | 525,774              | 424,825              | 371,165               | 371,165                   | 434,848                | 434,848               |
|   | 3,235,937            | 2,698,654            | 2,500,520             | 2,500,520                 | 2,769,254              | 2,769,254             |
| <b>Total Internal Revenues</b>          | 3,235,937            | 2,698,654            | 2,500,520             | 2,500,520                 | 2,769,254              | 2,769,254             |
| <b>Beginning Fund Balance</b>           | 12,789,996           | 13,381,518           | 13,643,804            | 13,643,804                | 12,776,898             | 12,776,898            |
| <b>TOTAL RESOURCES</b>                  | <b>\$ 17,044,798</b> | <b>\$ 16,969,068</b> | <b>\$ 16,980,254</b>  | <b>\$ 16,972,438</b>      | <b>\$ 16,227,765</b>   | <b>\$ 16,227,765</b>  |
| <b>REQUIREMENTS</b>                     |                      |                      |                       |                           |                        |                       |
| <b>Bureau Expenses</b>                  |                      |                      |                       |                           |                        |                       |
| <b>External Materials and Service</b>   |                      |                      |                       |                           |                        |                       |
| City Attorney                           | 2,090,274            | 1,739,315            | 2,489,894             | 2,339,965                 | 2,495,577              | 2,495,577             |
| Finance & Administration                | 304,110              | 308,150              | 317,680               | 317,680                   | 331,342                | 331,342               |
|   | 1,159,568            | 1,237,008            | 1,417,313             | 1,432,637                 | 1,701,786              | 1,751,174             |
|   | 1,463,678            | 1,545,158            | 1,734,993             | 1,750,317                 | 2,033,128              | 2,082,516             |
| <b>Total Bureau Expenses</b>            | 3,553,952            | 3,284,473            | 4,224,887             | 4,090,282                 | 4,528,705              | 4,578,093             |
| <b>Fund Requirements</b>                |                      |                      |                       |                           |                        |                       |
| <b>General Operating Contingency</b>    |                      |                      |                       |                           |                        |                       |
| General Operating Contingency           | 0                    | 0                    | 12,616,322            | 12,720,494                | 11,561,566             | 11,515,511            |
| Compensation Adjustment                 | 0                    | 0                    | 33,787                | 33,787                    | 16,755                 | 16,755                |
|   | 0                    | 0                    | 12,650,109            | 12,754,281                | 11,578,321             | 11,532,266            |



|   | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Yr End Est.<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|----------------------|----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| <b>General Fund Overhead</b>                | 109,328              | 40,793               | 105,258               | 127,875                   | 120,739                | 117,406               |
| <b>Unappropriated Ending Balance</b>        |                      |                      |                       |                           |                        |                       |
| Unappropriated Ending Balance               | 13,381,518           | 13,643,802           | 0                     | 0                         | 0                      | 0                     |
|   | 13,381,518           | 13,643,802           | 0                     | 0                         | 0                      | 0                     |
| <b>Total Fund Requirements</b>              | 13,490,846           | 13,684,595           | 12,755,367            | 12,882,156                | 11,699,060             | 11,649,672            |
| <b>TOTAL REQUIREMENTS</b>                   | <b>\$ 17,044,798</b> | <b>\$ 16,969,068</b> | <b>\$ 16,980,254</b>  | <b>\$ 16,972,438</b>      | <b>\$ 16,227,765</b>   | <b>\$ 16,227,765</b>  |
| <b>LINE ITEM DETAIL – AU 577</b>            |                      |                      |                       |                           |                        |                       |
| <b>Materials and Services</b>               |                      |                      |                       |                           |                        |                       |
| <b>External Materials and Service</b>       |                      |                      |                       |                           |                        |                       |
| 521000 Professional Services                | 109,845              | 142,012              | 89,000                | 89,000                    | 89,000                 | 89,000                |
| 529000 Miscellaneous Services               | 1,980,429            | 1,597,303            | 2,400,894             | 2,250,965                 | 2,406,577              | 2,406,577             |
| <b>Total External Materials and Service</b> | 2,090,274            | 1,739,315            | 2,489,894             | 2,339,965                 | 2,495,577              | 2,495,577             |
| <b>Internal Materials and Service</b>       |                      |                      |                       |                           |                        |                       |
| 559000 Other Fund Services                  | 1,463,678            | 1,545,158            | 1,734,993             | 1,750,317                 | 2,033,128              | 2,082,516             |
| <b>Total Internal Materials and Service</b> | 1,463,678            | 1,545,158            | 1,734,993             | 1,750,317                 | 2,033,128              | 2,082,516             |
| <b>Total Materials and Services</b>         | 3,553,952            | 3,284,473            | 4,224,887             | 4,090,282                 | 4,528,705              | 4,578,093             |
| <b>TOTAL BUREAU EXPENSES</b>                | <b>\$ 3,553,952</b>  | <b>\$ 3,284,473</b>  | <b>\$ 4,224,887</b>   | <b>\$ 4,090,282</b>       | <b>\$ 4,528,705</b>    | <b>\$ 4,578,093</b>   |

## FUND OVERVIEW

### Fund Purpose

The Workers' Compensation Fund supports management of the Workers' Compensation self-insurance program and loss control services to minimize occupational injury and illness. The Employee Assistance Program (EAP) and the Health and Wellness Program are included in this appropriation unit. Staff and related materials and services for the fund are budgeted in the Office of Finance and Administration (OF&A) appropriation unit in the General Fund, and the Workers' Compensation Fund reimburses the General Fund through an interagency agreement.

### Revenues and Expenditures

*Interagency increases are consistent with current service level inflationary adjustments.*

Fund expenditures are primarily for claims payments, which are budgeted at \$2,658,500 for FY 1999-00, a 1.2% decrease over the current budget year. Projected claims are based upon the independent actuarial study completed for the period ending June 30, 1998. The Fund's primary revenue is interagency charges to City bureaus. Overall interagency charges increased 3.6% from FY 1998-99.

### Reserves

The reserve requirement assumed within the FY 1999-00 budget is based on the latest actuarial study. The actuarial report gives a range for the recommended reserve levels needed to cover outstanding incurred liabilities. This range of estimates is produced by calculating reserves at various confidence levels (e.g., the probability that actual losses will not exceed the reserve level). In addition to the range based on various confidence levels, reserves are stated at a discounted level which takes into account the fact that the fund earns interest on fund balances. The reserve requirement is \$8,816,246 per the June 30, 1998 actuarial estimate at the discounted 75% confidence level.



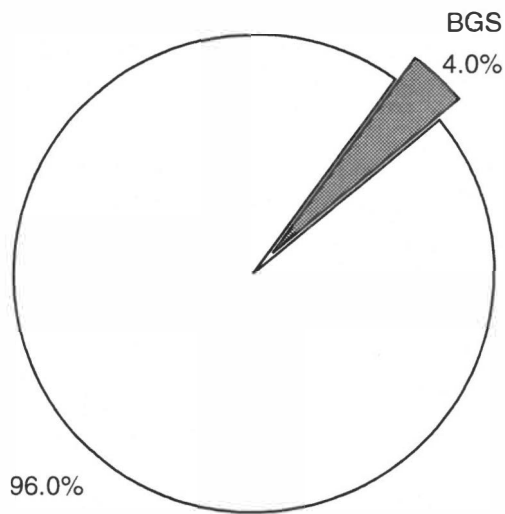
# Bureau of General Services

Legislative, Administrative and Support Services Service Area

Jim Francesconi, Commissioner-in-Charge

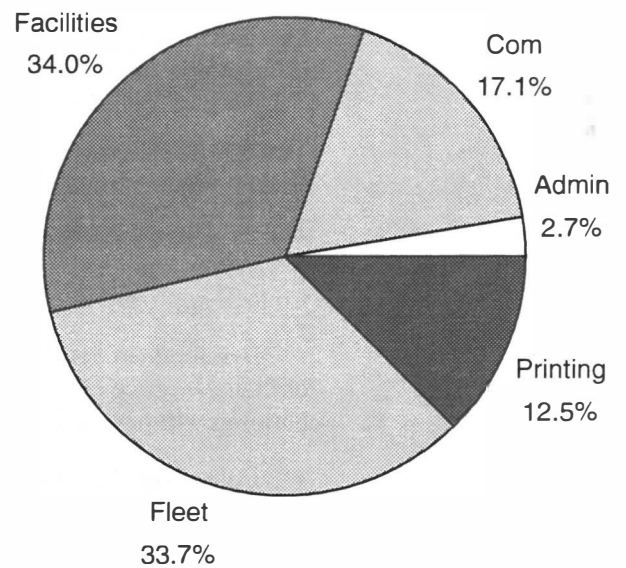
David Kish, Director

Percent of City Budget



City Budget = \$1.29 Billion

Bureau Divisions



## Bureau Overview

| Expenditures in Millions                  | Revised<br>FY 1998-99 | Adopted<br>FY 1999-00 | Change from<br>Prior Year | Per Capita<br>Change |
|---|-----------------------|-----------------------|---------------------------|----------------------|
| Operating                                 | 50,540,130            | 46,620,734            | (3,919,396)               | -11.7%               |
| Capital                                   | 33,009,472            | 5,110,904             | (27,898,568)              | -85.2%               |
| Allocated City Overhead Costs             | 1,616,727             | 1,796,883             | 180,156                   | 6.4%                 |
| <b>Total Cost with Allocated Overhead</b> | <b>\$ 85,166,329</b>  | <b>\$ 53,528,521</b>  | <b>\$ (31,637,808)</b>    | <b>-39.8%</b>        |
| Authorized Full-Time Positions            | 193                   | 194                   | 1                         | -3.8%                |

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

## Bureau Summary

### BUREAU MISSION

The mission of the Bureau of General Services is to provide communications, facilities, fleet, printing & distribution, and parking services to City bureaus, other government agencies and, on a limited basis, to the public, while promoting City goals.

### BUREAU HIGHLIGHTS

#### Budget Overview

The Bureau of General Services budget is based on service levels requested by its customer bureaus, and not a set target based on the prior year. Bureaus have requested higher service levels than in FY 1998-99, and the budget reflects these increases. The bureau is also attracting new customers, such as the addition of Union Station, into its buildings operations and maintenance portfolio.

The bureau has budgeted for a number of large capital projects, most notably the Bureau of Fire, Rescue, and Emergency Services facility improvements and a new Smart Park downtown parking garage.

The Adopted Budget for FY 1999-00 is about 20% less than the FY 1998-99 Revised Budget due to completion of the development building construction project.

The bureau continues to maintain its overall rate increases at, or below, the rate of inflation.

#### Add Packages

Council approved several add packages for the FY 1999-00 budget.

- ◆ **Development Services Building:** Interagencies will support operations and maintenance of the new office building at 1900 SW 4th Avenue for City development bureaus. The building will permit a more efficient use of space for all City bureaus located in downtown.
- ◆ **Union Station:** This package supports operations, maintenance, and property management of Union Station. This work was previously done by the PDC and a contract property management firm. The package is supported by rental rates charged to tenants of the facility.
- ◆ **Fiber Optic Link:** The installation of a fiber optic link between the new Development Building and Portland Building/City Hall will significantly improve communications. This package is supported by interagency agreements with the Development Building tenants.
- ◆ **Livable Wages Policy:** This package provides support for the implementation of the Council's Livable Wages Policy, primarily in the Parking Facilities Fund.
- ◆ **G.O. Bond Projects:** This bond, which was approved by voters in November 1998, will support major facility improvements for the Bureau of Fire, Rescue, and Emergency Services and expansion of the Portland Communications Center.
- ◆ **New Parking Garage:** A bond sale will finance construction of a new Smart Park parking garage for the downtown area.
- ◆ **Daycare Center:** Interagency revenues will provide for construction of a daycare center in the Portland Building.

#### Other Additions

In addition to the add packages, BGS has other bureau driven additions.

- ◆ **Operations Expenses:** There are increased additional operations and maintenance expenses associated with customers requesting additional pieces of communications equipment, fleet vehicles, copy machines, and office and building space.
- ◆ **Pass through expenses:** There are additional pass through expenses associated with customers requesting additional services, such as quality printing, leased data lines, leased vehicles, and janitorial services.

**Reductions/  
Efficiencies**

No existing services were eliminated; however, the BGS budget for FY 1999-00 includes the following major reductions:

- ◆ Expenses for leased office space have been greatly reduced because the new development building will be available in August 1999. Owning the office building, rather than leasing office space, will save the City a great deal of money.
- ◆ The bureau has evaluated its performance measures by looking at production versus number of employees. It has seen important increases in productivity in recent years.
- ◆ Capital spending has been reduced due to completion of major projects, such as the Development Building.

## General Description

### BUREAU OVERVIEW

The Bureau of General Services (BGS) provides centralized services in support of almost every other City fund and bureau. General Services is comprised of five divisions: Administrative Services, Communications Services, Printing & Distribution Services, Fleet Services, and Facilities Services. The Administrative Services Division is budgeted within the General Fund, while the other divisions are budgeted in their own working capital funds. Administrative Services is supported entirely by interagency charges to the funds managed by BGS and receives no General Fund discretionary dollars.

# Strategic Direction

## MANAGEMENT GOALS & OBJECTIVES

### Management Objectives for FY 1999-00

#### FY 1999-00

Renovate three fire stations and begin construction on one new station.

Form regional partnerships for Wide Area Network development.

Maintain fleet availability at 93%.

#### Summer 1999

Secure at least one major customer for Printing & Distribution.

Begin construction of Wide Area Network (WAN) to enhance communication abilities between City facilities.

#### August 1999

Complete Development Building and move in on schedule.

#### Fall 1999

Complete Parking Study for Pearl/River District.

Open Printing & Distribution facility at new Development Building.

#### April 2000

Complete construction of Chinese Classical Garden.

#### Spring 2000

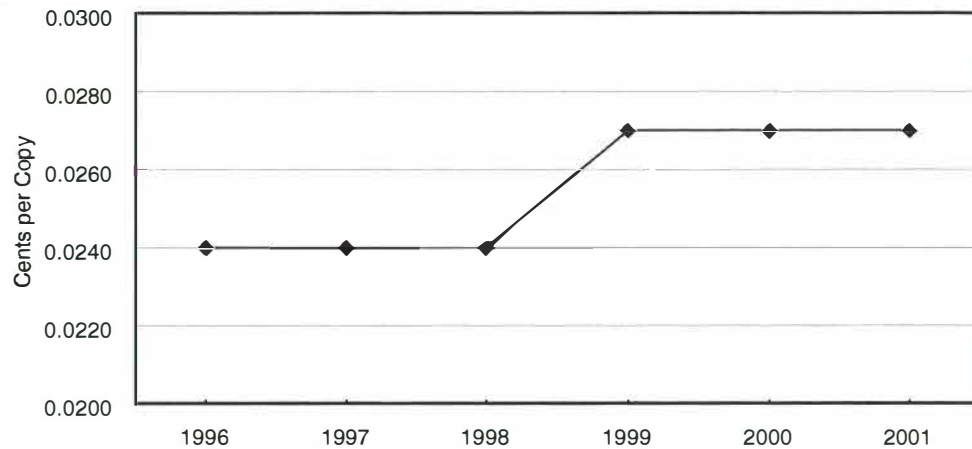
Acquire or begin to construct new parking for Pioneer Place expansion.

Sign cooperative agreements to bring Clackamas County on to Portland's 800 MHz Radio System.

## Performance Measures

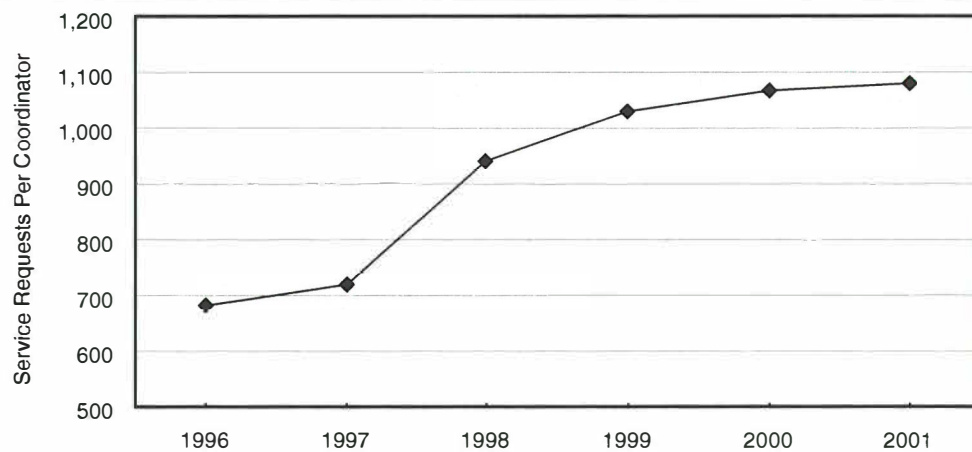
**Basic Copy Center Rate**

- ◆ Through efficiencies and increased volume, Printing and Distribution has only had one rate increase in the last eight years.
- ◆ Over the eight year period, inflation has averaged 3.9% and the basic copy center rate has only increased at an equivalent average rate of 1.7%.



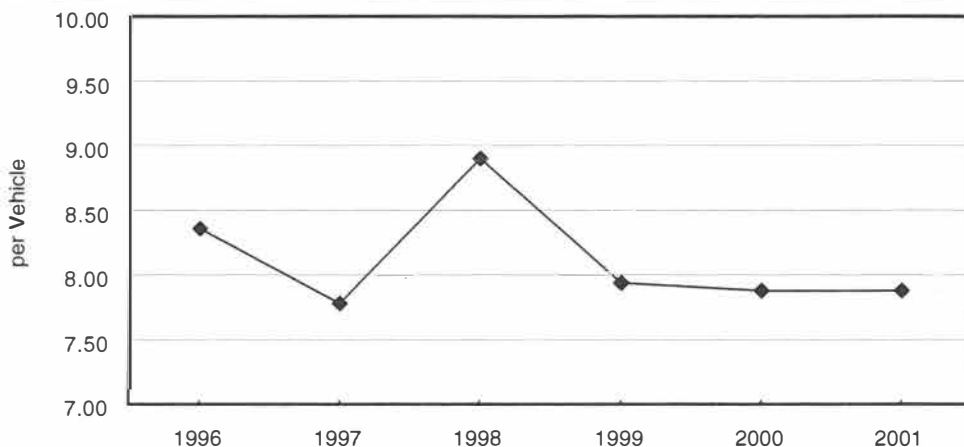
**Service Requests per Telephone Coordinator**

- ◆ The number of service requests processed per telephone coordinator

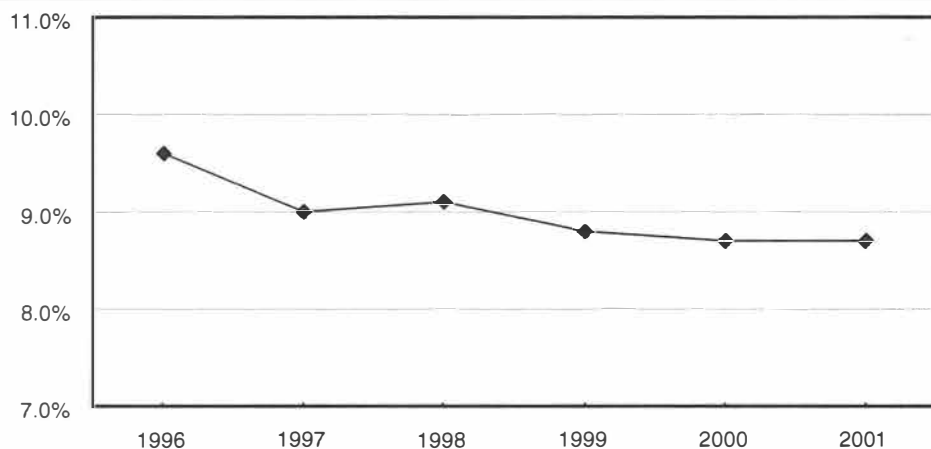


**Number of Work Orders per Vehicle**

- ◆ Over time, because of more thorough repairs and preventive maintenance, vehicles are becoming more reliable.
- ◆ Employees are better trained and more proficient.
- ◆ During 1997-98, replacement of police car ball-joints and a very large number of manufacturer recalls necessitated a large number of Work Orders.

**Administrative Employees as a Percentage of Total BGS Employees**

- ◆ The percentage of administrative staff as a % of all BGS employees has been declining



|  | Actual<br>FY 1995-96 | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Yr End Est.<br>FY 1998-99 | Target<br>FY 1999-00 | Target<br>FY 2000-01 |
|--|----------------------|----------------------|----------------------|---------------------------|----------------------|----------------------|
| <b>Administrative Services</b>                                     |                      |                      |                      |                           |                      |                      |
| <b>Workload</b>  |                      |                      |                      |                           |                      |                      |
| Admin Employees as a percent of total BGS Employees                | 9.6%                 | 9.0%                 | 9.1%                 | 8.8%                      | 8.7%                 | 8.7%                 |
| <b>Copy Services</b>   |                      |                      |                      |                           |                      |                      |
| <b>Workload</b>  |                      |                      |                      |                           |                      |                      |
| Total number of copies   | 32,972,794           | 29,797,432           | 29,044,799           | 30,010,000                | 20,000,000           | 20,000,000           |
| <b>Effectiveness</b>   |                      |                      |                      |                           |                      |                      |
| Average number of copies between service calls                     |                      |                      |                      | 50,000                    | 50,000               | 50,000               |
| <b>Efficiency</b>  |                      |                      |                      |                           |                      |                      |
| Basic copy center rate   | 0.0240               | 0.0240               | 0.0240               | 0.0270                    | 0.0270               | 0.0270               |
| Total cost per full service copy                                   | \$0.0350             | \$0.0350             | \$0.0350             | \$0.0360                  | \$0.0365             | \$0.0365             |
| <b>Duplicating</b>   |                      |                      |                      |                           |                      |                      |
| <b>Workload</b>  |                      |                      |                      |                           |                      |                      |
| Total number of work orders completed                              | 23,568               | 25,363               | 25,797               | 26,000                    | 26,500               | 27,000               |
| <b>Effectiveness</b>   |                      |                      |                      |                           |                      |                      |
| Work shipped on time   | 95.9%                | 97.2%                | 97.9%                | 98.0%                     | 98.0%                | 98.0%                |
| <b>Efficiency</b>  |                      |                      |                      |                           |                      |                      |
| Basic copy center rate   | \$0.0240             | \$0.0240             | \$0.0240             | \$0.0270                  | \$0.0270             | \$0.0270             |
| <b>Microfilm</b>   |                      |                      |                      |                           |                      |                      |
| <b>Workload</b>  |                      |                      |                      |                           |                      |                      |
| Total number of work orders completed                              | 1,807                | 1,533                | 1,911                | 1,900                     | 1,900                | 1,900                |
| <b>Effectiveness</b>   |                      |                      |                      |                           |                      |                      |
| Work shipped on time   | 100.0%               | 100.0%               | 100.0%               | 99.0%                     | 99.0%                | 99.0%                |
| <b>Efficiency</b>  |                      |                      |                      |                           |                      |                      |
| Total number of work orders completed per employee                 | 904                  | 767                  | 956                  | 950                       | 950                  | 950                  |
| <b>Distribution</b>  |                      |                      |                      |                           |                      |                      |
| <b>Workload</b>  |                      |                      |                      |                           |                      |                      |
| Total number of pieces mailed                                      | 3,661,000            | 3,590,000            | 3,775,000            | 3,900,000                 | 4,000,000            | 4,100,000            |
| <b>Effectiveness</b>   |                      |                      |                      |                           |                      |                      |
| Delivery routes completed on time                                  |                      |                      |                      | 99%                       | 99%                  | 99%                  |
| <b>Efficiency</b>  |                      |                      |                      |                           |                      |                      |
| Total number of pieces mailed per employee                         | 610,167              | 598,333              | 629,167              | 829,787                   | 769,231              | 770,000              |
| <b>Radio Shop</b>  |                      |                      |                      |                           |                      |                      |
| <b>Workload</b>  |                      |                      |                      |                           |                      |                      |
| Number of pieces of electronic equipment maintained                | 5,197                | 5,040                | 5,072                | 5,411                     | 5,550                | 5,600                |
| <b>Effectiveness</b>   |                      |                      |                      |                           |                      |                      |
| Percentage of customers surveyed rating services good or very good |                      |                      |                      | 99%                       | 99%                  | 99%                  |
| <b>Telecommunications</b>  |                      |                      |                      |                           |                      |                      |
| <b>Workload</b>  |                      |                      |                      |                           |                      |                      |
| Number of Service Requests Processed                               | 2,733                | 2,877                | 2,823                | 3,091                     | 3,200                | 3,200                |
| <b>Effectiveness</b>   |                      |                      |                      |                           |                      |                      |
| Percentage of Customers Surveyed Rating Services Good or Very Good |                      |                      |                      | 93%                       | 95%                  | 95%                  |
| <b>Efficiency</b>  |                      |                      |                      |                           |                      |                      |
| Service Requests per Telephone Coordinator                         | 683                  | 719                  | 941                  | 1,030                     | 1,067                | 1,080                |



|  | Actual<br>FY 1995-96 | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Yr End Est.<br>FY 1998-99 | Target<br>FY 1999-00 | Target<br>FY 2000-01 |
|--|----------------------|----------------------|----------------------|---------------------------|----------------------|----------------------|
| <b>800 MHz Operations</b>  |                      |                      |                      |                           |                      |                      |
| <b>Workload</b>  |                      |                      |                      |                           |                      |                      |
| Number of communication units accessing system                           | 4,987                | 5,158                | 5,339                | 5,748                     | 5,800                | 5,950                |
| <b>Effectiveness</b>   |                      |                      |                      |                           |                      |                      |
| Percentage of time system operated without failure                       |                      | 100%                 | 100%                 | 100%                      | 100%                 | 100%                 |
| <b>Efficiency</b>  |                      |                      |                      |                           |                      |                      |
| Number of communication units per employee                               | 1,216                | 1,011                | 834                  | 858                       | 580                  | 620                  |
| <b>Capital Replacement</b>   |                      |                      |                      |                           |                      |                      |
| <b>Workload</b>  |                      |                      |                      |                           |                      |                      |
| Number of Vehicles/Equipment in Fleet Services Inventory                 | 2,321                | 2,351                | 2,508                | 2,531                     | 2,600                | 2,600                |
| <b>Effectiveness</b>   |                      |                      |                      |                           |                      |                      |
| Number of Employees in Fleet Services                                    | 76                   | 76                   | 76                   | 80                        | 80                   | 80                   |
| <b>Efficiency</b>  |                      |                      |                      |                           |                      |                      |
| Number of Vehicles/Equipment per Employee                                | 30.54                | 30.93                | 33.00                | 31.64                     | 32.50                | 32.50                |
| Percentage of Planned Replacement Vehicles Purchased                     | 90%                  | 35%                  | 68%                  | 70%                       | 85%                  | 85%                  |
| <b>Maintenance &amp; Repair</b>  |                      |                      |                      |                           |                      |                      |
| <b>Workload</b>  |                      |                      |                      |                           |                      |                      |
| Number of Work Orders Issued   | 19,414               | 18,292               | 22,333               | 20,100                    | 20,500               | 20,500               |
| <b>Effectiveness</b>   |                      |                      |                      |                           |                      |                      |
| Percentage availability of all vehicles                                  | 96.41%               | 96.20%               | 94.90%               | 94.00%                    | 94.00%               | 94.00%               |
| <b>Efficiency</b>  |                      |                      |                      |                           |                      |                      |
| Number of Work Orders per Vehicle  | 8.36                 | 7.78                 | 8.90                 | 7.94                      | 7.88                 | 7.88                 |
| <b>Motor Pool</b>  |                      |                      |                      |                           |                      |                      |
| <b>Workload</b>  |                      |                      |                      |                           |                      |                      |
| Number of Motor Pool Trips   | 3,260                | 2,919                | 2,861                | 2,900                     | 3,000                | 3,000                |
| <b>Property Management</b>   |                      |                      |                      |                           |                      |                      |
| <b>Workload</b>  |                      |                      |                      |                           |                      |                      |
| Number of Facilities Managed   |                      |                      |                      |                           | 54                   | 54                   |
| Total square footage of facilities managed                               |                      |                      |                      |                           | 2,688,892            | 2,688,892            |
| Number of facility transactions completed - Purchases, Sales, and Leases |                      |                      |                      |                           | 53                   | 53                   |
| <b>Effectiveness</b>   |                      |                      |                      |                           |                      |                      |
| Percentage of customers rating services as satisfactory or better        |                      |                      |                      |                           | 90%                  | 90%                  |
| <b>Efficiency</b>  |                      |                      |                      |                           |                      |                      |
| Average rental rate for City-owned property leased to City bureaus       | \$17.72              | \$18.37              | \$18.68              | \$19.17                   | \$19.57              | \$19.94              |
| Average rental rate for privately-owned property leased by City bureaus  |                      |                      |                      |                           | \$15.46              | \$15.92              |
| Average rental rate for City-owned property leased to the public         |                      |                      |                      |                           | \$14.11              | \$14.53              |
| <b>Project Management</b>  |                      |                      |                      |                           |                      |                      |
| <b>Workload</b>  |                      |                      |                      |                           |                      |                      |
| Number of square feet built and renovated per year                       |                      |                      |                      |                           | 147,000              | 201,000              |
| Value of capital improvements completed                                  |                      |                      |                      |                           | \$20,283,000         | \$22,338,000         |
| Value of capital improvements planned                                    |                      |                      |                      |                           | \$20,283,000         | \$22,338,000         |

|  | Actual<br>FY 1995-96 | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Yr End Est.<br>FY 1998-99 | Target<br>FY 1999-00 | Target<br>FY 2000-01 |
|--|----------------------|----------------------|----------------------|---------------------------|----------------------|----------------------|
| <b>Effectiveness</b>   |                      |                      |                      |                           |                      |                      |
| Percentage of customers rating services as satisfactory or better  |                      |                      |                      |                           | 90%                  | 90%                  |
| Percentage of projects completed within authorized schedule and budget   | 100%                 | 100%                 | 100%                 | 100%                      | 100%                 | 100%                 |
| <b>Efficiency</b>  |                      |                      |                      |                           |                      |                      |
| Cost per square foot for new construction, and renovated space   |                      |                      |                      |                           | \$143.00             | \$147.00             |
| <b>Facilities Maintenance</b>  |                      |                      |                      |                           |                      |                      |
| <b>Workload</b>  |                      |                      |                      |                           |                      |                      |
| Number of square feet maintained   |                      |                      |                      |                           | 2,618,555            | 2,618,555            |
| Number of facilities maintained  |                      |                      |                      |                           | 48                   | 48                   |
| <b>Effectiveness</b>   |                      |                      |                      |                           |                      |                      |
| Percentage of customers rating services as satisfactory or better  |                      |                      |                      |                           | 90%                  | 90%                  |
| Percentage of City facilities maintained in good or better condition   |                      |                      |                      |                           | 100%                 | 100%                 |
| Percentage of maintenance service requests resolved within 24 hours  |                      |                      |                      |                           | 95%                  | 95%                  |
| Percentage of maintenance mechanic time devoted to preventive maintenance  |                      |                      |                      |                           | 35%                  | 35%                  |
| <b>Efficiency</b>  |                      |                      |                      |                           |                      |                      |
| Annual expense for routine maintenance & repair of City-owned buildings, as a percent of aggregate current replacement value |                      |                      |                      |                           | 3%                   | 3%                   |
| <b>Administrative Support</b>  |                      |                      |                      |                           |                      |                      |
| <b>Effectiveness</b>   |                      |                      |                      |                           |                      |                      |
| Percent of customers rating services as satisfactory or better   |                      |                      |                      |                           | 90%                  | 90%                  |

**Bureau of General Services AU 346, 354, 360, 562, 732**

**SUMMARY OF BUREAU BUDGET**

|   | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>EXPENDITURES</b>   |                      |                      |                       |                        |                       |
| <b>Operating Budget</b>   |                      |                      |                       |                        |                       |
| Personal Services   | 9,877,168            | 10,116,533           | 11,567,017            | 12,217,363             | 12,407,018            |
| External Materials and Service  | 18,771,446           | 18,715,935           | 22,604,795            | 22,722,599             | 24,181,929            |
| Internal Materials and Service  | 3,627,872            | 3,069,163            | 3,843,623             | 3,670,584              | 3,680,627             |
| Minor Capital Outlay  | 5,043,017            | 5,143,327            | 12,489,175            | 6,304,660              | 6,304,660             |
| Equipment Cash Transfers  | 39,088               | 0                    | 0                     | 0                      | 0                     |
| <b>Total Operating Budget</b>   | 37,358,591           | 37,044,958           | 50,504,610            | 44,915,206             | 46,574,234            |
| Capital Improvements  | 18,965,732           | 21,753,427           | 33,009,472            | 8,769,533              | 7,144,328             |
| <b>TOTAL BUREAU EXPENDITURES</b>  | <b>\$ 56,324,323</b> | <b>\$ 58,798,385</b> | <b>\$ 83,514,082</b>  | <b>\$ 53,684,739</b>   | <b>\$ 53,718,562</b>  |
| Allocated Overhead Costs  |                      |                      | 1,364,628             | 1,809,478              | 1,796,883             |
| <b>Total Cost with Allocated Overhead</b>   |                      |                      | 84,878,710            | 55,494,217             | 55,515,445            |
| <b>Authorized Full-Time Positions</b>   |                      |                      |                       |                        |                       |
| General Fund Discretionary  | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>TOTAL POSITIONS</b>  | <b>177</b>           | <b>174</b>           | <b>191</b>            | <b>194</b>             | <b>194</b>            |
| <b>RESOURCES</b>  |                      |                      |                       |                        |                       |
| Discretionary General Fund  |                      | 0                    | 0                     | 0                      | 0                     |
| <b>Non-Discretionary Revenues</b>   |                      |                      |                       |                        |                       |
| Grants & Donations  |                      | 0                    | 0                     | 0                      | 0                     |
| Contract Revenues   |                      | 0                    | 0                     | 0                      | 0                     |
| Administration Op. Budget   |                      | 1,255,561            | 1,436,840             | 1,426,900              | 1,426,900             |
| Communications Op. Budget   |                      | 8,229,117            | 10,458,463            | 9,195,009              | 9,195,009             |
| Fleet Operations Budget   |                      | 14,852,542           | 24,392,863            | 18,099,294             | 18,099,294            |
| P&D Operations Budget   |                      | 5,435,981            | 6,502,448             | 6,739,094              | 6,727,014             |
| Facilities Services Op. Budget  |                      | 29,013,913           | 40,723,468            | 18,224,442             | 18,270,345            |
| Interagency Revenues  |                      | 0                    | 0                     | 0                      | 0                     |
| Bureau Program Revenues   |                      | 0                    | 0                     | 0                      | 0                     |
| Overhead Revenues   |                      | 0                    | 0                     | 0                      | 0                     |
| <b>Total Non-Discretionary Revenues</b>   |                      | 58,787,114           | 83,514,082            | 53,684,739             | 53,718,562            |
| <b>TOTAL GENERAL FUND RESOURCES</b>   |                      | <b>\$ 58,787,114</b> | <b>\$ 83,514,082</b>  | <b>\$ 53,684,739</b>   | <b>\$ 53,718,562</b>  |
| Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.         |                      |                      |                       |                        |                       |
| Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue. |                      |                      |                       |                        |                       |
| <b>DIVISIONS</b>  |                      |                      |                       |                        |                       |
| Administrative Services Division  |                      | 1,255,561            | 1,436,840             | 1,426,900              | 1,426,900             |
| Positions   |                      | 16                   | 18                    | 17                     | 17                    |
| Communication Services Division   |                      | 8,229,117            | 10,458,463            | 9,195,009              | 9,195,009             |
| Positions   |                      | 27                   | 33                    | 33                     | 33                    |
| Facilities Services Division  |                      | 29,106,914           | 40,723,468            | 18,224,442             | 18,270,345            |
| Positions   |                      | 27                   | 31                    | 34                     | 34                    |
| Fleet Services Division   |                      | 14,770,728           | 24,392,863            | 18,099,294             | 18,099,294            |
| Positions   |                      | 76                   | 80                    | 80                     | 80                    |
| Printing & Distribution Services Division   |                      | 5,435,981            | 6,502,448             | 6,739,094              | 6,727,014             |
| Positions   |                      | 28                   | 29                    | 30                     | 30                    |
| <b>TOTAL DIVISIONS</b>  |                      | <b>\$ 58,798,301</b> | <b>\$ 83,514,082</b>  | <b>\$ 53,684,739</b>   | <b>\$ 53,718,562</b>  |
| Positions   |                      | <b>174</b>           | <b>191</b>            | <b>194</b>             | <b>194</b>            |

|  | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|--|----------------------|-----------------------|------------------------|-----------------------|
| <b>PROGRAMS</b>                                      |                      |                       |                        |                       |
| <b>ADMINISTRATIVE SERVICES DIVISION</b>              |                      |                       |                        |                       |
| Administrative Services                              | 1,255,561            | 1,436,840             | 1,426,900              | 1,426,900             |
| Positions  | 16                   | 18                    | 17                     | 17                    |
| <b>TOTAL PROGRAMS</b>                                | <b>\$ 1,255,561</b>  | <b>\$ 1,436,840</b>   | <b>\$ 1,426,900</b>    | <b>\$ 1,426,900</b>   |
| Positions  | 16                   | 18                    | 17                     | 17                    |
| <b>COMMUNICATION SERVICES DIVISION</b>               |                      |                       |                        |                       |
| Radio Shop   | 1,506,748            | 1,666,421             | 1,517,326              | 1,517,326             |
| Positions  | 11                   | 14                    | 10                     | 10                    |
| Engineering  | 37,969               | 0                     | 319,449                | 319,449               |
| Positions  | 0                    | 0                     | 1                      | 1                     |
| Telecommunications                                   | 3,576,354            | 5,089,814             | 4,486,287              | 4,486,287             |
| Positions  | 4                    | 7                     | 8                      | 8                     |
| Cash Transfers                                       | 614,376              | 378,226               | 96,800                 | 96,800                |
| Positions  | 0                    | 0                     | 0                      | 0                     |
| Division Administration                              | 720,880              | 698,701               | 800,273                | 800,273               |
| Positions  | 6                    | 6                     | 5                      | 5                     |
| 800 MHz Operations                                   | 1,715,768            | 2,608,191             | 1,974,874              | 1,974,874             |
| Positions  | 6                    | 7                     | 9                      | 9                     |
| Replacement Equipment                                | 57,022               | 17,110                | 0                      | 0                     |
| Positions  | 0                    | 0                     | 0                      | 0                     |
| <b>TOTAL PROGRAMS</b>                                | <b>\$ 8,229,117</b>  | <b>\$ 10,458,463</b>  | <b>\$ 9,195,009</b>    | <b>\$ 9,195,009</b>   |
| Positions  | 27                   | 33                    | 33                     | 33                    |
| <b>FACILITIES SERVICES DIVISION</b>                  |                      |                       |                        |                       |
| Property Management                                  | 336,483              | 212,806               | 155,633                | 155,633               |
| Positions  | 1                    | 1                     | 2                      | 2                     |
| Project Management                                   | 21,359,459           | 32,044,797            | 8,631,133              | 8,666,992             |
| Positions  | 8                    | 9                     | 10                     | 10                    |
| Facilities Maintenance                               | 6,643,073            | 7,642,632             | 8,639,907              | 8,649,951             |
| Positions  | 16                   | 16                    | 18                     | 18                    |
| Administrative Support                               | 767,899              | 823,233               | 797,769                | 797,769               |
| Positions  | 2                    | 5                     | 4                      | 4                     |
| <b>TOTAL PROGRAMS</b>                                | <b>\$ 29,106,914</b> | <b>\$ 40,723,468</b>  | <b>\$ 18,224,442</b>   | <b>\$ 18,270,345</b>  |
| Positions  | 27                   | 31                    | 34                     | 34                    |
| <b>FLEET SERVICES DIVISION</b>                       |                      |                       |                        |                       |
| Operations   | 1,019,888            | 938,364               | 1,018,269              | 1,018,269             |
| Positions  | 9                    | 9                     | 9                      | 9                     |
| Lease Equipment                                      | 1,222,963            | 616,190               | 808,529                | 808,529               |
| Positions  | 0                    | 0                     | 1                      | 1                     |
| Capital Replacement                                  | 3,453,171            | 9,576,439             | 5,095,568              | 5,095,568             |
| Positions  | 2                    | 2                     | 3                      | 3                     |
| Police Undercover Account                            | 183                  | 0                     | 0                      | 0                     |
| Positions  | 0                    | 0                     | 0                      | 0                     |
| Maintenance & Repair                                 | 5,771,716            | 8,070,756             | 7,560,419              | 7,560,419             |
| Positions  | 49                   | 53                    | 53                     | 53                    |
| Body and Paint                                       | 650,219              | 971,673               | 900,625                | 900,625               |
| Positions  | 8                    | 8                     | 6                      | 6                     |
| Fabrication  | 532,787              | 618,595               | 660,334                | 660,334               |
| Positions  | 6                    | 6                     | 6                      | 6                     |
| Motor Pool   | 69,662               | 727,010               | 482,835                | 482,835               |
| Positions  | 1                    | 1                     | 1                      | 1                     |
| New Equipment/Cash Transfers                         | 729,752              | 1,098,675             | 178,000                | 178,000               |
| Positions  | 0                    | 0                     | 0                      | 0                     |
| Fuel Management                                      | 1,320,387            | 1,775,161             | 1,394,715              | 1,394,715             |
| Positions  | 1                    | 1                     | 1                      | 1                     |
| <b>TOTAL PROGRAMS</b>                                | <b>\$ 14,770,728</b> | <b>\$ 24,392,863</b>  | <b>\$ 18,099,294</b>   | <b>\$ 18,099,294</b>  |
| Positions  | 76                   | 80                    | 80                     | 80                    |
| <b>PRINTING &amp; DISTRIBUTION SERVICES DIVISION</b> |                      |                       |                        |                       |
| Operations   | 807,175              | 718,970               | 974,582                | 974,582               |
| Positions  | 3                    | 3                     | 7                      | 7                     |
| Copy Services  | 643,997              | 558,732               | 630,984                | 628,984               |

|                       | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|-----------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>PROGRAMS</b>       |                      |                       |                        |                       |
| <i>Positions</i>      | 1                    | 1                     | 2                      | 2                     |
| Duplicating           | 2,305,262            | 3,251,077             | 3,233,375              | 3,231,295             |
| <i>Positions</i>      | 16                   | 18                    | 14                     | 14                    |
| Microfilm             | 135,402              | 176,992               | 132,417                | 132,417               |
| <i>Positions</i>      | 1                    | 2                     | 2                      | 2                     |
| Distribution          | 1,451,969            | 1,768,787             | 1,764,736              | 1,756,736             |
| <i>Positions</i>      | 6                    | 5                     | 5                      | 5                     |
| <b>TOTAL PROGRAMS</b> | <b>\$ 5,343,805</b>  | <b>\$ 6,474,558</b>   | <b>\$ 6,736,094</b>    | <b>\$ 6,724,014</b>   |
| <i>Positions</i>      | <b>28</b>            | <b>29</b>             | <b>30</b>              | <b>30</b>             |

|   | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>Personnel Services</b>                   |                      |                      |                       |                        |                       |
| 511000 Full-Time Employees                  | 5,915,784            | 6,144,434            | 8,190,880             | 8,677,717              | 8,677,717             |
| 512000 Part-Time Employees                  | 65,776               | 73,475               | 124,778               | 89,500                 | 89,500                |
| 514000 Overtime                             | 209,904              | 234,612              | 178,158               | 180,821                | 180,821               |
| 515000 Premium Pay                          | 117,640              | 128,407              | 98,119                | 94,069                 | 94,069                |
| 517000 Benefits                             | 2,756,351            | 2,840,614            | 3,278,054             | 3,624,953              | 3,624,953             |
| 518000 Paid Absence                         | 1,166,533            | 1,155,158            | 0                     | 0                      | 0                     |
| <b>Total Personnel Services</b>             | <b>10,231,988</b>    | <b>10,576,700</b>    | <b>11,869,989</b>     | <b>12,667,060</b>      | <b>12,667,060</b>     |
| <b>Materials and Services</b>               |                      |                      |                       |                        |                       |
| <b>External Materials and Service</b>       |                      |                      |                       |                        |                       |
| 521000 Professional Services                | 1,336,854            | 1,265,023            | 813,630               | 1,437,700              | 1,441,240             |
| 522000 Utilities                            | 1,242,325            | 1,301,443            | 1,555,878             | 1,621,125              | 1,621,125             |
| 523000 Equipment Rental                     | 820,046              | 1,239,832            | 629,190               | 804,134                | 804,134               |
| 524000 Repair & Maintenance Services        | 3,460,849            | 3,263,173            | 5,174,587             | 6,028,857              | 6,026,857             |
| 525000 Non-Capital Improvement              | 1,036,153            | 1,817,947            | 2,558,437             | 3,690,180              | 3,721,770             |
| 528000 Local Match Payments                 | 0                    | 0                    | 0                     | 0                      | 0                     |
| 529000 Miscellaneous Services               | 5,960,511            | 5,689,001            | 7,451,938             | 6,345,643              | 6,335,563             |
| 531000 Office Supplies                      | 46,016               | 34,995               | 48,690                | 45,438                 | 45,438                |
| 532000 Operating Supplies                   | 2,478,210            | 2,163,246            | 2,712,785             | 2,263,393              | 2,263,393             |
| 533000 Repair & Maintenance Supplies        | 2,488,682            | 2,513,481            | 3,007,992             | 3,098,980              | 3,098,980             |
| 534000 Minor Equipment & Tools              | 1,448,042            | 3,330,075            | 980,608               | 822,020                | 822,020               |
| 535000 Clothing & Uniforms                  | 33,379               | 35,855               | 61,260                | 55,056                 | 55,056                |
| 539000 Other Commodities External           | 3,644                | 6,246                | 0                     | 0                      | 0                     |
| 541000 Education                            | 51,600               | 83,724               | 111,600               | 142,558                | 142,558               |
| 542000 Local Travel                         | 6,739                | 7,005                | 10,590                | 13,205                 | 13,205                |
| 543000 Out-of-Town Travel                   | 18,837               | 46,016               | 68,600                | 100,599                | 100,599               |
| 544000 Space Rental                         | 2,302,135            | 2,002,358            | 1,400,020             | 108,000                | 108,000               |
| 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                        | 241,461              | 566,690              | 347,296               | 2,130,156              | 2,130,886             |
| <b>Total External Materials and Service</b> | <b>22,975,483</b>    | <b>25,366,110</b>    | <b>26,933,101</b>     | <b>28,707,044</b>      | <b>28,730,824</b>     |
| <b>Internal Materials and Service</b>       |                      |                      |                       |                        |                       |
| 551000 Fleet Services                       | 137,522              | 122,117              | 136,945               | 154,377                | 154,377               |
| 552000 Printing & Distribution              | 114,597              | 104,571              | 106,282               | 110,301                | 110,301               |
| 553000 Facilities Services                  | 1,184,361            | 835,988              | 1,285,313             | 923,628                | 918,489               |
| 554000 Communications Services              | 265,819              | 409,724              | 301,610               | 359,623                | 359,623               |
| 555000 Data Processing Services             | 163,886              | 187,508              | 346,028               | 348,527                | 363,709               |
| 556000 Insurance                            | 380,552              | 353,783              | 331,664               | 343,604                | 343,604               |
| 557000 Master Lease                         | 0                    | 0                    | 0                     | 0                      | 0                     |
| 558000 Same Fund Services                   | 0                    | 0                    | 0                     | 0                      | 0                     |
| 559000 Other Fund Services                  | 1,570,623            | 1,379,838            | 1,524,922             | 1,634,525              | 1,634,525             |
| <b>Total Internal Materials and Service</b> | <b>3,817,360</b>     | <b>3,393,529</b>     | <b>4,032,764</b>      | <b>3,874,585</b>       | <b>3,884,628</b>      |
| <b>Total Materials and Services</b>         | <b>26,792,843</b>    | <b>28,759,639</b>    | <b>30,965,865</b>     | <b>32,581,629</b>      | <b>32,615,452</b>     |
| <b>Capital Outlay</b>                       |                      |                      |                       |                        |                       |
| 561000 Land                                 | 0                    | 300,763              | 0                     | 0                      | 0                     |
| 562000 Buildings                            | 14,194,279           | 13,654,828           | 27,167,053            | 1,756,390              | 1,756,390             |
| 563000 Improvements                         | 0                    | 14,174               | 0                     | 0                      | 0                     |
| 564000 Capital Equipment                    | 5,066,125            | 5,391,409            | 13,511,175            | 6,679,660              | 6,679,660             |
| 565000 Facilities Lease/Purchase            | 0                    | 0                    | 0                     | 0                      | 0                     |
| 566000 Equipment Lease/Purchase             | 0                    | 0                    | 0                     | 0                      | 0                     |
| 568000 Other Capital Expenditure            | 0                    | 0                    | 0                     | 0                      | 0                     |
| 569000 Depreciation                         | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>Total Capital Outlay</b>                 | <b>19,260,404</b>    | <b>19,361,174</b>    | <b>40,678,228</b>     | <b>8,436,050</b>       | <b>8,436,050</b>      |
| 573000 Equipment Cash Transfers             | 39,088               | 93,001               | 0                     | 0                      | 0                     |
| 576000 Minor Equipment Transfers            | 0                    | 7,871                | 0                     | 0                      | 0                     |
| <b>TOTAL BUREAU EXPENSES</b>                | <b>\$ 56,324,323</b> | <b>\$ 58,798,385</b> | <b>\$ 83,514,082</b>  | <b>\$ 53,684,739</b>   | <b>\$ 53,718,562</b>  |

**Bureau of General Services AU 346, 354, 360, 562, 732**

**FULL-TIME POSITIONS**

| Class                            | Title                            | Actual<br>FY 1997 | Actual<br>FY 1998 | Revised<br>FY 1998-99 |                     | Approved<br>FY 1999-00 |                     | Adopted<br>FY 1999-00 |                     |
|----------------------------------|----------------------------------|-------------------|-------------------|-----------------------|---------------------|------------------------|---------------------|-----------------------|---------------------|
|                                  |                                  | No.               | No.               | No.                   | Amount              | No.                    | Amount              | No.                   | Amount              |
| 510                              | Accounting Assistant             | 1                 | 2                 | 2                     | 62,390              | 3                      | 97,023              | 3                     | 97,023              |
| 819                              | Administrative Assistant         | 3                 | 2                 | 1                     | 47,376              | 2                      | 81,226              | 2                     | 81,226              |
| 926                              | Administrative Services Manager  | 0                 | 0                 | 0                     | 0                   | 2                      | 127,861             | 2                     | 127,861             |
| 815                              | Administrative Specialist        | 2                 | 1                 | 1                     | 31,125              | 0                      | 0                   | 0                     | 0                   |
| 920                              | Administrative Supervisor I      | 1                 | 1                 | 1                     | 49,882              | 1                      | 51,729              | 1                     | 51,729              |
| 924                              | Administrative Supervisor III    | 2                 | 2                 | 2                     | 116,355             | 0                      | 0                   | 0                     | 0                   |
| 3134                             | Architect                        | 2                 | 2                 | 1                     | 65,125              | 1                      | 65,374              | 1                     | 65,374              |
| 826                              | Assistant Financial Analyst      | 2                 | 2                 | 4                     | 202,459             | 4                      | 197,338             | 4                     | 197,338             |
| 962                              | Assistant Program Specialist     | 0                 | 0                 | 0                     | 0                   | 2                      | 82,902              | 2                     | 82,902              |
| 1052                             | Assistant Trades Supervisor      | 1                 | 0                 | 0                     | 0                   | 1                      | 47,100              | 1                     | 47,100              |
| 514                              | Associate Accountant             | 3                 | 2                 | 2                     | 73,916              | 2                      | 76,492              | 2                     | 76,492              |
| 1516                             | Auto Body Restorer               | 5                 | 5                 | 5                     | 202,225             | 5                      | 209,705             | 5                     | 209,705             |
| 1532                             | Automotive Mechanic              | 40                | 40                | 44                    | 1,779,580           | 45                     | 1,887,345           | 45                    | 1,887,345           |
| 430                              | Automotive Parts Specialist      | 4                 | 4                 | 4                     | 142,736             | 4                      | 147,976             | 4                     | 147,976             |
| 1232                             | Automotive Servicer I            | 1                 | 1                 | 1                     | 34,076              | 0                      | 0                   | 0                     | 0                   |
| 512                              | Billing Accountant               | 1                 | 1                 | 1                     | 39,651              | 1                      | 41,124              | 1                     | 41,124              |
| 1115                             | Building Maintenance Mechanic    | 12                | 12                | 12                    | 485,340             | 13                     | 545,233             | 13                    | 545,233             |
| 929                              | Bureau Operating Manager         | 0                 | 0                 | 0                     | 0                   | 1                      | 69,703              | 1                     | 69,703              |
| 114                              | Clerical Specialist              | 1                 | 1                 | 2                     | 54,299              | 2                      | 58,038              | 2                     | 58,038              |
| 3257                             | Communications Svcs Division Mgr | 1                 | 0                 | 0                     | 0                   | 0                      | 0                   | 0                     | 0                   |
| 127                              | Delivery Driver                  | 3                 | 3                 | 3                     | 102,228             | 3                      | 105,560             | 3                     | 105,560             |
| 3248                             | Electronic Technician Assistant  | 3                 | 3                 | 5                     | 139,524             | 5                      | 169,939             | 5                     | 169,939             |
| 3250                             | Electronics Technician I         | 2                 | 2                 | 3                     | 115,414             | 3                      | 122,112             | 3                     | 122,112             |
| 3251                             | Electronics Technician II        | 6                 | 6                 | 5                     | 224,823             | 6                      | 285,474             | 6                     | 285,474             |
| 3164                             | Engineer                         | 1                 | 1                 | 1                     | 60,406              | 1                      | 65,018              | 1                     | 65,018              |
| 1136                             | Facilities & Maintenance Manager | 1                 | 2                 | 2                     | 142,200             | 2                      | 148,146             | 2                     | 148,146             |
| 838                              | General Services Director        | 1                 | 1                 | 1                     | 87,675              | 1                      | 90,924              | 1                     | 90,924              |
| 2541                             | Information Systems Analyst I    | 0                 | 0                 | 0                     | 0                   | 3                      | 150,660             | 3                     | 150,660             |
| 2542                             | Information Systems Analyst II   | 1                 | 1                 | 0                     | 0                   | 0                      | 0                   | 0                     | 0                   |
| 1533                             | Lead Automotive Mechanic         | 2                 | 2                 | 2                     | 84,940              | 2                      | 88,074              | 2                     | 88,074              |
| 1116                             | Lead Bldg Maintenance Mechanic   | 2                 | 2                 | 2                     | 84,940              | 2                      | 88,074              | 2                     | 88,074              |
| 1444                             | Lead Painter                     | 1                 | 1                 | 1                     | 42,470              | 0                      | 0                   | 0                     | 0                   |
| 1511                             | Lead Welder                      | 1                 | 1                 | 1                     | 42,470              | 1                      | 44,037              | 1                     | 44,037              |
| 125                              | Mail Clerk I                     | 2                 | 1                 | 1                     | 26,204              | 1                      | 21,033              | 1                     | 21,033              |
| 126                              | Mail Clerk II                    | 1                 | 1                 | 1                     | 31,195              | 1                      | 32,341              | 1                     | 32,341              |
| 129                              | Mail Supervisor                  | 1                 | 1                 | 0                     | 0                   | 0                      | 0                   | 0                     | 0                   |
| 1520                             | Maintenance Machinist            | 1                 | 1                 | 1                     | 40,445              | 1                      | 41,941              | 1                     | 41,941              |
| 1208                             | Maintenance Worker               | 1                 | 1                 | 1                     | 20,296              | 1                      | 21,043              | 1                     | 21,043              |
| 2540                             | MIS Support Technician           | 0                 | 0                 | 0                     | 0                   | 1                      | 38,462              | 1                     | 38,462              |
| 1530                             | Motorcycle Mechanic              | 1                 | 1                 | 1                     | 40,445              | 1                      | 41,941              | 1                     | 41,941              |
| 953                              | Principal Mgmt Analyst           | 0                 | 0                 | 0                     | 0                   | 1                      | 60,919              | 1                     | 60,919              |
| 966                              | Program Coordinator              | 0                 | 1                 | 2                     | 92,645              | 3                      | 153,409             | 3                     | 153,409             |
| 968                              | Program Manager I                | 2                 | 2                 | 1                     | 58,214              | 1                      | 60,267              | 1                     | 60,267              |
| 970                              | Program Manager II               | 2                 | 1                 | 5                     | 280,801             | 5                      | 293,654             | 5                     | 293,654             |
| 972                              | Program Manager III              | 3                 | 4                 | 5                     | 354,027             | 5                      | 396,148             | 5                     | 396,148             |
| 964                              | Program Specialist               | 0                 | 0                 | 2                     | 72,460              | 2                      | 102,677             | 2                     | 102,677             |
| 350                              | Reproduction Operator I          | 4                 | 5                 | 7                     | 204,410             | 7                      | 219,663             | 7                     | 219,663             |
| 351                              | Reproduction Operator II         | 6                 | 6                 | 7                     | 255,108             | 8                      | 301,599             | 8                     | 301,599             |
| 354                              | Reproduction Operator III        | 4                 | 4                 | 3                     | 128,601             | 3                      | 132,804             | 3                     | 132,804             |
| 349                              | Reproduction Technician          | 2                 | 2                 | 2                     | 42,678              | 2                      | 44,268              | 2                     | 44,268              |
| 220                              | Secretarial Clerk I              | 5                 | 6                 | 4                     | 102,624             | 2                      | 55,032              | 2                     | 55,032              |
| 221                              | Secretarial Clerk II             | 3                 | 2                 | 5                     | 147,918             | 5                      | 141,241             | 5                     | 141,241             |
| 515                              | Senior Accountant                | 2                 | 3                 | 3                     | 122,956             | 1                      | 41,883              | 1                     | 41,883              |
| 3256                             | Senior Communications Engineer   | 2                 | 1                 | 2                     | 121,586             | 2                      | 136,407             | 2                     | 136,407             |
| 828                              | Senior Financial Analyst         | 1                 | 1                 | 1                     | 55,326              | 1                      | 48,816              | 1                     | 48,816              |
| 1956                             | Senior Public Works Manager      | 1                 | 1                 | 1                     | 79,156              | 1                      | 82,079              | 1                     | 82,079              |
| 1056                             | Senior Trades Supervisor         | 2                 | 2                 | 3                     | 174,638             | 1                      | 60,364              | 1                     | 60,364              |
| 1134                             | Sr Facilities & Maint Supervisor | 1                 | 1                 | 0                     | 0                   | 0                      | 0                   | 0                     | 0                   |
| 410                              | Storekeeper                      | 1                 | 0                 | 0                     | 0                   | 0                      | 0                   | 0                     | 0                   |
| 411                              | Stores Supervisor I              | 0                 | 1                 | 1                     | 40,734              | 2                      | 85,920              | 2                     | 85,920              |
| 413                              | Stores System Manager            | 2                 | 1                 | 1                     | 55,269              | 1                      | 57,304              | 1                     | 57,304              |
| 3108                             | Technician II                    | 1                 | 2                 | 2                     | 79,791              | 1                      | 41,492              | 1                     | 41,492              |
| 3109                             | Technician III                   | 5                 | 4                 | 4                     | 216,369             | 4                      | 188,752             | 4                     | 188,752             |
| 305                              | Telecommunications Coordinator   | 4                 | 3                 | 3                     | 120,708             | 0                      | 0                   | 0                     | 0                   |
| 1058                             | Trades Manager                   | 1                 | 1                 | 1                     | 64,478              | 1                      | 62,838              | 1                     | 62,838              |
| 1054                             | Trades Supervisor                | 7                 | 8                 | 9                     | 463,730             | 8                      | 443,409             | 8                     | 443,409             |
| 1513                             | Welder                           | 3                 | 3                 | 3                     | 121,335             | 3                      | 125,823             | 3                     | 125,823             |
| <b>TOTAL FULL-TIME POSITIONS</b> |                                  | <b>177</b>        | <b>174</b>        | <b>191</b>            | <b>\$ 8,127,772</b> | <b>194</b>             | <b>\$ 8,677,716</b> | <b>194</b>            | <b>\$ 8,677,716</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        |              |  |
|   | 52,787,145 |          | 52,787,145           | 194.0        | FY 1999-2000 Current Service Level Estimate  |
| <b>CSL Estimate Adjustments</b>                 |            |          |                      |              | None   |
| <b>Mayor's Proposed Budget Decisions</b>        |            |          |                      |              |  |
|   | 183,178    |          | 183,178              |              | Smart Building backbone-Development Building |
|   | 74,718     |          | 74,718               |              | Smart Building backbone-Portland Building    |
|   | 129,789    |          | 129,789              |              | Smart Building replacement fund              |
|   | 20,448     |          | 20,448               |              | City Hall janitorial                         |
|   |            | 357,260  | 357,260              |              | Bureau connections to backbone               |
|   | 55,145     |          | 55,145               |              | Livable wage                                 |
|   | 25,039     |          | 25,039               |              | Health Insurance-APP garage management       |
|   | 36,000     |          | 36,000               |              | Increased janitorial-parking facilities      |
|   | 51,205     |          | 51,205               |              | Increased security-parking facilities        |
|   |            | 95,666   | 95,666               |              | Technology improvements-parking facilities   |
|   |            | 14,415   | 14,415               |              | APP Y2K compliance assistance                |
|   |            | 13,626   | 13,626               |              | Garage marketing promotions                  |
| <b>Approved Budget Additions and Reductions</b> |            |          |                      |              | None   |
| <b>Adopted Budget Additions and Reductions</b>  |            |          |                      |              |  |
|   | (112,992)  |          | (112,992)            |              | Interagency adjustments - Facilities         |
|   | (12,080)   |          | (12,080)             |              | Interagency adjustments - P&D                |
|   | 450,450    | 480,967  | 931,417              |              | Total FY 1999-2000 Decision Packages         |
|   |            |          | <b>\$ 53,718,562</b> | <b>194.0</b> | Total Adopted Budget                         |
| <b>FY1999-2000 Decision Packages Not Funded</b> |            |          |                      |              | None   |
|   |            |          | <b>\$</b>            |              | Total Decision Packages Not Funded           |



## Facilities Services Division

### OVERVIEW

#### Facilities Services

The Facilities Services division of the Bureau of General Services handles the facility requirements for all City operations, with the exception of buildings owned and operated by the utility bureaus (Water and Environmental Services), and the Parks and Fire, Rescue, and Emergency Services bureaus.

These requirements include:

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

This division is 100% supported by interagency charges. These charges occur in two separate ways:

1. The rental rates charged to the occupants of the Portland Building, City Hall, various police facilities, and the Communication Center cover full maintenance and operations for these buildings, including preventive maintenance, utilities, repair, security, and major maintenance.
2. The division has service agreements with other bureaus to provide a variety of facility services. When the division serves as project manager on projects, a portion of the project budget is allocated for project management and is covered by project costs.

During the fiscal year, the Facilities Services division continues a series of projects to keep City's programs operating efficiently in sound, well-maintained buildings and protect the City's investment in its building assets.

Program highlights include projects to support public safety, projects that preserve the usefulness of existing facilities through major maintenance and repairs, and projects that save money for the long term operations of the City.

Facilities Services, in partnership with the Fire Bureau, will manage the new Fire, Rescue, and Emergency Services Facility Bond Construction Fund set up to account for the proceeds from the general obligation bond sales approved by voters in November of 1998.

## Overview of Programs

### PROPERTY MANAGEMENT

This section provides management of the City's real properties.

Property Management services include:

- ◆ Evaluate real property transactions;
- ◆ Negotiate for acquisition and disposal of real property;
- ◆ Manage City's commercial property leases and rentals;
- ◆ Evaluate unassigned or surplus property and complete disposition of those properties.

### PROJECT MANAGEMENT

This section provides construction planning and management to most City bureaus.

Project Management services include:

- ◆ Construction cost estimation;
- ◆ Consultant selection and management;
- ◆ Capital improvement project planning;
- ◆ Coordination of moves;
- ◆ Construction supervision;
- ◆ Record keeping of contract documents.

### FACILITIES MAINTENANCE

This section assists in the maintenance of 55 buildings and has full responsibility for maintenance at 41 major City buildings.

Facilities Maintenance services include:

- ◆ Janitorial,
- ◆ Security;
- ◆ Elevator maintenance;
- ◆ Garbage and recycling service;
- ◆ Heating, ventilating, and air-conditioning system maintenance;
- ◆ Carpentry;
- ◆ Plumbing;
- ◆ Electrical maintenance;
- ◆ Painting;
- ◆ Miscellaneous repairs.

### ADMINISTRATIVE SUPPORT

This section provide overall management and administrative support to the other programs in the Facilities Services Fund.

## Administrative Support services include:

- ◆ Information technology;
- ◆ Meeting room coordination;
- ◆ Division wide management;
- ◆ Operation of identification card and security access programs;
- ◆ Secretarial support;
- ◆ Operation of service request center;
- ◆ Management information services.

|   | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>EXPENDITURES</b>   |                      |                      |                       |                        |                       |
| <b>Operating Budget</b>   |                      |                      |                       |                        |                       |
| Personal Services   | 1,391,497            | 1,501,677            | 1,901,309             | 1,899,754              | 2,089,409             |
| External Materials and Service  | 5,122,891            | 5,274,246            | 6,453,190             | 7,058,190              | 8,529,600             |
| Internal Materials and Service  | 992,053              | 819,715              | 962,997               | 995,531                | 1,005,574             |
| Minor Capital Outlay  | 0                    | 0                    | 0                     | 0                      | 0                     |
| Equipment Cash Transfers  | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>Total Operating Budget</b>   | 7,506,441            | 7,595,638            | 9,317,496             | 9,953,475              | 11,624,583            |
| Capital Improvements  | 18,945,760           | 21,511,276           | 31,405,972            | 8,270,967              | 6,645,762             |
| <b>TOTAL BUREAU EXPENDITURES</b>  | <b>\$ 26,452,201</b> | <b>\$ 29,106,914</b> | <b>\$ 40,723,468</b>  | <b>\$ 18,224,442</b>   | <b>\$ 18,270,345</b>  |
| Allocated Overhead Costs  |                      |                      | 633,036               | 775,751                | 783,032               |
| <b>Total Cost with Allocated Overhead</b>   |                      |                      | 41,356,504            | 19,000,193             | 19,053,377            |
| <b>Authorized Full-Time Positions</b>   |                      |                      |                       |                        |                       |
| General Fund Discretionary  | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>TOTAL POSITIONS</b>  | <b>30</b>            | <b>27</b>            | <b>31</b>             | <b>34</b>              | <b>34</b>             |
| <b>RESOURCES</b>  |                      |                      |                       |                        |                       |
| Discretionary General Fund  |                      | 0                    | 0                     | 0                      | 0                     |
| <b>Non-Discretionary Revenues</b>   |                      |                      |                       |                        |                       |
| Grants & Donations  |                      | 0                    | 0                     | 0                      | 0                     |
| Contract Revenues   |                      | 0                    | 0                     | 0                      | 0                     |
| Interagency Revenues  |                      | 0                    | 0                     | 0                      | 0                     |
| Facilities Services Op. Budget  |                      | 29,013,913           | 40,723,468            | 18,224,442             | 18,270,345            |
| Bureau Program Revenues   |                      | 0                    | 0                     | 0                      | 0                     |
| Overhead Revenues   |                      | 0                    | 0                     | 0                      | 0                     |
| <b>Total Non-Discretionary Revenues</b>   |                      | 29,013,913           | 40,723,468            | 18,224,442             | 18,270,345            |
| <b>TOTAL GENERAL FUND RESOURCES</b>   |                      | <b>\$ 29,013,913</b> | <b>\$ 40,723,468</b>  | <b>\$ 18,224,442</b>   | <b>\$ 18,270,345</b>  |
| Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.         |                      |                      |                       |                        |                       |
| Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue. |                      |                      |                       |                        |                       |
| <b>PROGRAMS</b>   |                      |                      |                       |                        |                       |
| Property Management   |                      | 336,483              | 212,806               | 155,633                | 155,633               |
| <i>Positions</i>  |                      | 1                    | 1                     | 2                      | 2                     |
| Project Management  |                      | 21,359,459           | 32,044,797            | 8,631,133              | 8,666,992             |
| <i>Positions</i>  |                      | 8                    | 9                     | 10                     | 10                    |
| Facilities Maintenance  |                      | 6,643,073            | 7,642,632             | 8,639,907              | 8,649,951             |
| <i>Positions</i>  |                      | 16                   | 16                    | 18                     | 18                    |
| Administrative Support  |                      | 767,899              | 823,233               | 797,769                | 797,769               |
| <i>Positions</i>  |                      | 2                    | 5                     | 4                      | 4                     |
| <b>TOTAL PROGRAMS</b>   |                      | <b>\$ 29,106,914</b> | <b>\$ 40,723,468</b>  | <b>\$ 18,224,442</b>   | <b>\$ 18,270,345</b>  |
| <i>Positions</i>  |                      | <b>27</b>            | <b>31</b>             | <b>34</b>              | <b>34</b>             |

**Facilities Services Division AU 732**
**LINE ITEM DETAIL**

|   |                               | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|-------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>Personnel Services</b>                   |                               |                      |                      |                       |                        |                       |
| 511000                                      | Full-Time Employees           | 996,365              | 1,113,006            | 1,550,967             | 1,645,477              | 1,645,477             |
| 512000                                      | Part-Time Employees           | 5,686                | 453                  | 0                     | 0                      | 0                     |
| 514000                                      | Overtime                      | 50,075               | 72,237               | 41,258                | 42,621                 | 42,621                |
| 515000                                      | Premium Pay                   | 21,093               | 23,693               | 16,619                | 17,169                 | 17,169                |
| 517000                                      | Benefits                      | 450,677              | 502,969              | 595,437               | 644,184                | 644,184               |
| 518000                                      | Paid Absence                  | 222,001              | 239,873              | 0                     | 0                      | 0                     |
| <b>Total Personnel Services</b>             |                               | <b>1,745,897</b>     | <b>1,952,231</b>     | <b>2,204,281</b>      | <b>2,349,451</b>       | <b>2,349,451</b>      |
| <b>Materials and Services</b>               |                               |                      |                      |                       |                        |                       |
| <b>External Materials and Service</b>       |                               |                      |                      |                       |                        |                       |
| 521000                                      | Professional Services         | 1,314,831            | 1,204,833            | 567,130               | 1,139,200              | 1,142,740             |
| 522000                                      | Utilities                     | 1,129,206            | 1,184,347            | 1,419,978             | 1,480,125              | 1,480,125             |
| 523000                                      | Equipment Rental              | 290                  | 0                    | 0                     | 0                      | 0                     |
| 524000                                      | Repair & Maintenance Services | 1,923,651            | 1,818,591            | 3,156,612             | 4,123,869              | 4,123,869             |
| 525000                                      | Non-Capital Improvement       | 1,036,153            | 1,817,947            | 2,558,437             | 3,690,180              | 3,721,770             |
| 528000                                      | Local Match Payments          | 0                    | 0                    | 0                     | 0                      | 0                     |
| 529000                                      | Miscellaneous Services        | 736,254              | 862,507              | 594,192               | 54,623                 | 54,623                |
| 531000                                      | Office Supplies               | 5,890                | 6,745                | 3,990                 | 4,838                  | 4,838                 |
| 532000                                      | Operating Supplies            | 93,071               | 66,541               | 89,120                | 84,001                 | 84,001                |
| 533000                                      | Repair & Maintenance Supplies | 191,324              | 272,969              | 181,092               | 209,080                | 209,080               |
| 534000                                      | Minor Equipment & Tools       | 406,994              | 2,096,073            | 55,450                | 66,330                 | 66,330                |
| 535000                                      | Clothing & Uniforms           | 1,079                | 1,257                | 1,160                 | 1,356                  | 1,356                 |
| 539000                                      | Other Commodities External    | 3,168                | 5,092                | 0                     | 0                      | 0                     |
| 541000                                      | Education                     | 12,470               | 10,175               | 12,950                | 15,408                 | 15,408                |
| 542000                                      | Local Travel                  | 2,057                | 563                  | 3,440                 | 3,655                  | 3,655                 |
| 543000                                      | Out-of-Town Travel            | 599                  | 801                  | 1,100                 | 999                    | 999                   |
| 544000                                      | Space Rental                  | 2,236,595            | 1,933,006            | 1,297,520             | 6,500                  | 6,500                 |
| 545000                                      | Interest                      | 0                    | 0                    | 0                     | 0                      | 0                     |
| 546000                                      | Refunds                       | 0                    | 0                    | 0                     | 0                      | 0                     |
| 547000                                      | Retirement System Payments    | 0                    | 0                    | 0                     | 0                      | 0                     |
| 549000                                      | Miscellaneous                 | 213,744              | 534,714              | 257,825               | 2,038,905              | 2,039,635             |
| <b>Total External Materials and Service</b> |                               | <b>9,307,376</b>     | <b>11,816,161</b>    | <b>10,199,996</b>     | <b>12,919,069</b>      | <b>12,954,929</b>     |
| <b>Internal Materials and Service</b>       |                               |                      |                      |                       |                        |                       |
| 551000                                      | Fleet Services                | 43,590               | 40,629               | 47,735                | 49,291                 | 49,291                |
| 552000                                      | Printing & Distribution       | 66,116               | 43,081               | 51,767                | 52,344                 | 52,344                |
| 553000                                      | Facilities Services           | 0                    | 0                    | 0                     | 0                      | 0                     |
| 554000                                      | Communications Services       | 187,584              | 333,467              | 219,571               | 277,832                | 277,832               |
| 555000                                      | Data Processing Services      | 21,566               | 33,782               | 66,163                | 59,175                 | 69,218                |
| 556000                                      | Insurance                     | 90,267               | 95,327               | 89,419                | 92,638                 | 92,638                |
| 557000                                      | Master Lease                  | 0                    | 0                    | 0                     | 0                      | 0                     |
| 558000                                      | Same Fund Services            | 0                    | 0                    | 0                     | 0                      | 0                     |
| 559000                                      | Other Fund Services           | 772,418              | 581,964              | 677,483               | 668,252                | 668,252               |
| <b>Total Internal Materials and Service</b> |                               | <b>1,181,541</b>     | <b>1,128,250</b>     | <b>1,152,138</b>      | <b>1,199,532</b>       | <b>1,209,575</b>      |
| <b>Total Materials and Services</b>         |                               | <b>10,488,917</b>    | <b>12,944,411</b>    | <b>11,352,134</b>     | <b>14,118,601</b>      | <b>14,164,504</b>     |
| <b>Capital Outlay</b>                       |                               |                      |                      |                       |                        |                       |
| 561000                                      | Land                          | 0                    | 300,763              | 0                     | 0                      | 0                     |
| 562000                                      | Buildings                     | 14,194,279           | 13,654,828           | 27,167,053            | 1,756,390              | 1,756,390             |
| 563000                                      | Improvements                  | 0                    | 14,174               | 0                     | 0                      | 0                     |
| 564000                                      | Capital Equipment             | 23,108               | 147,506              | 0                     | 0                      | 0                     |
| 565000                                      | Facilities Lease/Purchase     | 0                    | 0                    | 0                     | 0                      | 0                     |
| 566000                                      | Equipment Lease/Purchase      | 0                    | 0                    | 0                     | 0                      | 0                     |
| 568000                                      | Other Capital Expenditure     | 0                    | 0                    | 0                     | 0                      | 0                     |
| 569000                                      | Depreciation                  | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>Total Capital Outlay</b>                 |                               | <b>14,217,387</b>    | <b>14,117,271</b>    | <b>27,167,053</b>     | <b>1,756,390</b>       | <b>1,756,390</b>      |
| 573000                                      | Equipment Cash Transfers      | 0                    | 93,001               | 0                     | 0                      | 0                     |
| 576000                                      | Minor Equipment Transfers     | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>TOTAL DIVISION EXPENSES</b>              |                               | <b>\$ 26,452,201</b> | <b>\$ 29,106,914</b> | <b>\$ 40,723,468</b>  | <b>\$ 18,224,442</b>   | <b>\$ 18,270,345</b>  |

**Facilities Services Division AU 732**
**FULL-TIME POSITIONS**

| Class                            | Title                            | Actual<br>FY 1997 | Actual<br>FY 1998 | Revised<br>FY 1998-99 |                     | Approved<br>FY 1999-00 |                     | Adopted<br>FY 1999-00 |                     |
|----------------------------------|----------------------------------|-------------------|-------------------|-----------------------|---------------------|------------------------|---------------------|-----------------------|---------------------|
|                                  |                                  | No.               | No.               | No.                   | Amount              | No.                    | Amount              | No.                   | Amount              |
| 819                              | Administrative Assistant         | 1                 | 1                 | 0                     | 0                   | 1                      | 42,764              | 1                     | 42,764              |
| 815                              | Administrative Specialist        | 2                 | 1                 | 1                     | 31,125              | 0                      | 0                   | 0                     | 0                   |
| 3134                             | Architect                        | 2                 | 2                 | 1                     | 65,125              | 1                      | 65,374              | 1                     | 65,374              |
| 962                              | Assistant Program Specialist     | 0                 | 0                 | 0                     | 0                   | 1                      | 41,580              | 1                     | 41,580              |
| 1052                             | Assistant Trades Supervisor      | 1                 | 0                 | 0                     | 0                   | 1                      | 47,100              | 1                     | 47,100              |
| 1115                             | Building Maintenance Mechanic    | 12                | 12                | 12                    | 485,340             | 13                     | 545,233             | 13                    | 545,233             |
| 3164                             | Engineer                         | 1                 | 1                 | 1                     | 60,406              | 1                      | 65,018              | 1                     | 65,018              |
| 1136                             | Facilities & Maintenance Manager | 1                 | 1                 | 1                     | 70,770              | 1                      | 74,073              | 1                     | 74,073              |
| 1116                             | Lead Bldg Maintenance Mechanic   | 2                 | 2                 | 2                     | 84,940              | 2                      | 88,074              | 2                     | 88,074              |
| 966                              | Program Coordinator              | 0                 | 0                 | 1                     | 47,310              | 1                      | 51,084              | 1                     | 51,084              |
| 970                              | Program Manager II               | 2                 | 1                 | 5                     | 280,801             | 5                      | 293,654             | 5                     | 293,654             |
| 972                              | Program Manager III              | 1                 | 1                 | 1                     | 79,156              | 1                      | 82,079              | 1                     | 82,079              |
| 221                              | Secretarial Clerk II             | 0                 | 0                 | 2                     | 56,330              | 2                      | 58,475              | 2                     | 58,475              |
| 1134                             | Sr Facilities & Maint Supervisor | 1                 | 1                 | 0                     | 0                   | 0                      | 0                   | 0                     | 0                   |
| 3108                             | Technician II                    | 1                 | 1                 | 1                     | 41,330              | 1                      | 41,492              | 1                     | 41,492              |
| 3109                             | Technician III                   | 3                 | 2                 | 2                     | 102,573             | 2                      | 91,708              | 2                     | 91,708              |
| 1054                             | Trades Supervisor                | 0                 | 1                 | 1                     | 53,172              | 1                      | 57,768              | 1                     | 57,768              |
| <b>TOTAL FULL-TIME POSITIONS</b> |                                  | <b>30</b>         | <b>27</b>         | <b>31</b>             | <b>\$ 1,458,378</b> | <b>34</b>              | <b>\$ 1,645,476</b> | <b>34</b>             | <b>\$ 1,645,476</b> |

# Communication Services Division

## OVERVIEW

### Organizational Description

The Communications Services division of the Bureau of General Services operates and maintains all of the following communications-related services for the City:

- ◆ Telecommunications, including voice, video, and data services.
- ◆ Radio services covering installations, maintenance, and repair.
- ◆ 800 MHz radio system, including maintenance of the infrastructure on which the system operates.
- ◆ Other electronic services include provision and maintenance of sirens, radar guns, and video systems.

### Operations

Communications Services information systems analysts, technicians, and engineers provide their expertise, guidance, and leadership to other City bureaus in helping them manage their expanding communications systems, and implement the latest technologies to support improvements in their operations. In addition to City services, Communications also provides support to a growing number of other jurisdictions in the metropolitan area primarily for use of the 800 MHz system.

## CHANGES FROM PRIOR YEAR

The Communications Services division has taken a proactive approach to meet the challenges of the continued expansion of the 800 MHz radio system, the fast pace of change in technology and service level expectations, increased demands for higher level engineering services, and pressures for meeting the Y2K deadline.

### 800 MHz Expansion

Increased demands on the 800 MHz radio system, from the addition of more users, to maintenance and replacement of aging equipment, have resulted in the need for continued improvements to the system. In order to keep up with customer growth in radio traffic, and to secure radio frequency channels from the Federal Communications Commission, Communications Services will be adding channel capacity through expansion at its Intelligent Repeater (IR) sites. In addition to the extra channels at the IR sites, 800 MHz base stations will also be added at the main tower sites to cover increased radio traffic. Other changes will include installing generators to provide emergency backup power and cable removal and replacement.

### Wide Area Network

For FY 1999-00 the Wide Area Network (WAN) will go beyond the study phase and into actual construction. The WAN will be a high capacity communications network providing voice, video, and data transmission between major City facilities. It will employ state-of-the-art network technologies including fiber optics, wireless data systems, and fast-packet protocols. The phase to be completed in FY 1999-00 will be the construction of the downtown ring which will connect the Portland Building, Development Building, City Hall, and Justice Center.

**Engineering Program  
Spin Off**

In prior years engineering was combined with 800 MHz Operations as a single program, but that has changed, and it will now be separate. The spin-off of engineering into a separate program is more than just a cosmetic change. It is a shift in focus from operating the 800 MHz system to an emphasis on design, testing, expansion, and quality control. Along with 800 MHz work, Engineering will be expanding its technical expertise into telecommunications, wireless data systems design, and IP network interfaces. The program will provide these services to City bureaus and other agencies.

**Management  
Information System  
Improvements**

As the Year 2000 approaches, Communications Services is positioning itself to meet all foreseeable Y2K problems and is taking advantage of the opportunity to improve existing programs to better meet customer needs. The Radio Shop will begin using Comm Anywhere for work order processing. Comm Anywhere should be more user friendly and offer greater functionality in terms of data analysis and reporting capacity than the existing order processing system. Telecommunications will streamline operations by eliminating two disparate systems and using only one, TelMaster, for work order and trouble ticket processing, and for recording and processing long distance call detail and billing. There will also be a gradual transition from a paper-oriented billing system to a more on-line, electronic file transference system providing customers with more information and the ability to manipulate that information to meet their needs.

**BOEC Call Center**

The Telecommunications section will be taking a leadership role in the design and implementation of the BOEC network calling center. It will also be entering into discussions for the implementation of a new series of cellular and line service contracts. Telecomm will continue to utilize the latest technical innovations for all wiring and cabling projects.



# Overview of Programs

## DIVISION ADMINISTRATION

The Division Administration section is responsible for providing customer service to all City of Portland bureaus and outside customers of radio and telecommunications services. It provides general administration of the division. In addition to these responsibilities it provides and maintains inventories for the other programs.

## RADIO SHOP

This section installs, maintains and repairs all of the City's electronic and communications equipment, video equipment, and fiber optic systems. This work is done both on the customer's site, with 24-hour on-call personnel, and in the electronics maintenance shop co-located with the 911 Emergency Communications Center.

## 800 MHZ OPERATIONS

This section monitors and controls the operations of the regional 800 MHz trunking radio system. The staff maintains the backbone equipment which includes microwave towers that transmit and receive radio signals, and the system's electronic hardware and software that control the complicated network infrastructure.

## ENGINEERING

The Engineering section provides expert level design, construction management, project management, and quality assurance to projects for radio and telecommunications customers of the division. Engineering also provides communications consulting services to the other bureaus of the City. This includes radio communications, wireless and wireline data transmission, microwave, remote control, television surveillance, fire cable network, fiber optics, telemetry, and audio systems. Other responsibilities include managing the City's relationship with the Federal Communication Commission and the Association of Public Safety Communications officers with respect to radio frequency licenses.

## TELECOMMUNICATIONS

This section provides voice, video, and data service, including telephone, cellular phones, pagers, and data network backbones, to other bureaus. It controls large Citywide contracts for telephone services, data networking, network management, wiring and other telecommunications-related services and products. Telecommunications also provides consultation and design of networks and telephone systems, day-to-day coordination of service requests, and purchase, installation and maintenance of telecommunication equipment and circuits.

## **CASH TRANSFERS**

This program coordinates the purchase of new electronic equipment requested by City bureaus and outside agencies, and manages the transfer of funds for payment of the equipment.

## **REPLACEMENT EQUIPMENT**

This program receives and holds funds for the future replacement of existing electronic equipment.

# Communication Services Division AU 360

## SUMMARY OF DIVISION BUDGET

|   | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>EXPENDITURES</b>   |                      |                      |                       |                        |                       |
| <b>Operating Budget</b>   |                      |                      |                       |                        |                       |
| Personal Services   | 1,712,660            | 1,638,650            | 2,099,868             | 2,318,125              | 2,318,125             |
| External Materials and Service  | 4,517,750            | 4,815,281            | 5,414,217             | 5,215,350              | 5,215,350             |
| Internal Materials and Service  | 807,235              | 853,993              | 808,153               | 872,968                | 872,968               |
| Minor Capital Outlay  | 750,559              | 679,042              | 532,725               | 290,000                | 290,000               |
| Equipment Cash Transfers  | 29,888               | 0                    | 0                     | 0                      | 0                     |
| <b>Total Operating Budget</b>   | <b>7,818,092</b>     | <b>7,986,966</b>     | <b>8,854,963</b>      | <b>8,696,443</b>       | <b>8,696,443</b>      |
| Capital Improvements  | 19,972               | 242,151              | 1,603,500             | 498,566                | 498,566               |
| <b>TOTAL BUREAU EXPENDITURES</b>  | <b>\$ 7,838,064</b>  | <b>\$ 8,229,117</b>  | <b>\$ 10,458,463</b>  | <b>\$ 9,195,009</b>    | <b>\$ 9,195,009</b>   |
| Allocated Overhead Costs  |                      |                      | 227,065               | 263,691                | 255,455               |
| <b>Total Cost with Allocated Overhead</b>   |                      |                      | <b>10,685,528</b>     | <b>9,458,700</b>       | <b>9,450,464</b>      |
| <b>Authorized Full-Time Positions</b>   |                      |                      |                       |                        |                       |
| General Fund Discretionary  | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>TOTAL POSITIONS</b>  | <b>27</b>            | <b>27</b>            | <b>33</b>             | <b>33</b>              | <b>33</b>             |
| <b>RESOURCES</b>  |                      |                      |                       |                        |                       |
| Discretionary General Fund  |                      | 0                    | 0                     | 0                      | 0                     |
| <b>Non-Discretionary Revenues</b>   |                      |                      |                       |                        |                       |
| Grants & Donations  |                      | 0                    | 0                     | 0                      | 0                     |
| Contract Revenues   |                      | 0                    | 0                     | 0                      | 0                     |
| Comm. Svc. Operating Fund   |                      | 8,229,117            | 10,458,463            | 9,195,009              | 9,195,009             |
| Interagency Revenues  |                      | 0                    | 0                     | 0                      | 0                     |
| Bureau Program Revenues   |                      | 0                    | 0                     | 0                      | 0                     |
| Overhead Revenues   |                      | 0                    | 0                     | 0                      | 0                     |
| <b>Total Non-Discretionary Revenues</b>   |                      | <b>8,229,117</b>     | <b>10,458,463</b>     | <b>9,195,009</b>       | <b>9,195,009</b>      |
| <b>TOTAL GENERAL FUND RESOURCES</b>   | <b>\$</b>            | <b>\$ 8,229,117</b>  | <b>\$ 10,458,463</b>  | <b>\$ 9,195,009</b>    | <b>\$ 9,195,009</b>   |
| Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.         |                      |                      |                       |                        |                       |
| Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue. |                      |                      |                       |                        |                       |
| <b>PROGRAMS</b>   |                      |                      |                       |                        |                       |
| Radio Shop  |                      | 1,506,748            | 1,666,421             | 1,517,326              | 1,517,326             |
| Positions   |                      | 11                   | 14                    | 10                     | 10                    |
| Engineering   |                      | 37,969               | 0                     | 319,449                | 319,449               |
| Positions   |                      | 0                    | 0                     | 1                      | 1                     |
| Telecommunications  |                      | 3,576,354            | 5,089,814             | 4,486,287              | 4,486,287             |
| Positions   |                      | 4                    | 7                     | 8                      | 8                     |
| Cash Transfers  |                      | 614,376              | 378,226               | 96,800                 | 96,800                |
| Positions   |                      | 0                    | 0                     | 0                      | 0                     |
| Division Administration   |                      | 720,880              | 698,701               | 800,273                | 800,273               |
| Positions   |                      | 6                    | 6                     | 5                      | 5                     |
| 800 MHz Operations  |                      | 1,715,768            | 2,608,191             | 1,974,874              | 1,974,874             |
| Positions   |                      | 6                    | 7                     | 9                      | 9                     |
| Replacement Equipment   |                      | 57,022               | 17,110                | 0                      | 0                     |
| Positions   |                      | 0                    | 0                     | 0                      | 0                     |
| <b>TOTAL PROGRAMS</b>   | <b>\$</b>            | <b>\$ 8,229,117</b>  | <b>\$ 10,458,463</b>  | <b>\$ 9,195,009</b>    | <b>\$ 9,195,009</b>   |
| Positions   |                      | <b>27</b>            | <b>33</b>             | <b>33</b>              | <b>33</b>             |

**Communication Services Division AU 360**
**LINE ITEM DETAIL**

|   |                               | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|-------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>Personnel Services</b>                   |                               |                      |                      |                       |                        |                       |
| 511000                                      | Full-Time Employees           | 964,754              | 1,006,318            | 1,426,237             | 1,592,913              | 1,592,913             |
| 512000                                      | Part-Time Employees           | 11,311               | 12,596               | 62,278                | 12,000                 | 12,000                |
| 514000                                      | Overtime                      | 30,801               | 22,706               | 31,000                | 34,000                 | 34,000                |
| 515000                                      | Premium Pay                   | 26,398               | 32,286               | 33,900                | 34,500                 | 34,500                |
| 517000                                      | Benefits                      | 444,996              | 425,814              | 546,453               | 644,712                | 644,712               |
| 518000                                      | Paid Absence                  | 234,820              | 148,543              | 0                     | 0                      | 0                     |
| <b>Total Personnel Services</b>             |                               | 1,713,080            | 1,648,263            | 2,099,868             | 2,318,125              | 2,318,125             |
| <b>Materials and Services</b>               |                               |                      |                      |                       |                        |                       |
| <b>External Materials and Service</b>       |                               |                      |                      |                       |                        |                       |
| 521000                                      | Professional Services         | 14,138               | 54,009               | 240,000               | 270,500                | 270,500               |
| 522000                                      | Utilities                     | 25,293               | 26,654               | 41,900                | 41,900                 | 41,900                |
| 523000                                      | Equipment Rental              | 198                  | 14,640               | 9,000                 | 27,900                 | 27,900                |
| 524000                                      | Repair & Maintenance Services | 530,731              | 574,415              | 705,675               | 581,300                | 581,300               |
| 525000                                      | Non-Capital Improvement       | 0                    | 0                    | 0                     | 0                      | 0                     |
| 528000                                      | Local Match Payments          | 0                    | 0                    | 0                     | 0                      | 0                     |
| 529000                                      | Miscellaneous Services        | 2,831,133            | 2,811,511            | 3,921,980             | 3,339,566              | 3,339,566             |
| 531000                                      | Office Supplies               | 6,059                | 10,094               | 12,700                | 13,000                 | 13,000                |
| 532000                                      | Operating Supplies            | 17,107               | 25,482               | 28,000                | 33,500                 | 33,500                |
| 533000                                      | Repair & Maintenance Supplies | 284,558              | 348,771              | 272,700               | 316,700                | 316,700               |
| 534000                                      | Minor Equipment & Tools       | 742,007              | 919,693              | 595,912               | 470,900                | 470,900               |
| 535000                                      | Clothing & Uniforms           | 1,117                | 2,519                | 7,000                 | 9,600                  | 9,600                 |
| 539000                                      | Other Commodities External    | 0                    | 0                    | 0                     | 0                      | 0                     |
| 541000                                      | Education                     | 11,823               | 40,707               | 19,500                | 57,300                 | 57,300                |
| 542000                                      | Local Travel                  | 289                  | 955                  | 2,350                 | 4,750                  | 4,750                 |
| 543000                                      | Out-of-Town Travel            | 9,698                | 31,924               | 42,500                | 71,000                 | 71,000                |
| 544000                                      | Space Rental                  | 55,262               | 60,434               | 86,000                | 85,000                 | 85,000                |
| 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                 | 7,889                | 1,733                | 10,500                | 16,000                 | 16,000                |
| <b>Total External Materials and Service</b> |                               | 4,537,302            | 4,923,541            | 5,995,717             | 5,338,916              | 5,338,916             |
| <b>Internal Materials and Service</b>       |                               |                      |                      |                       |                        |                       |
| 551000                                      | Fleet Services                | 50,452               | 50,222               | 47,772                | 56,741                 | 56,741                |
| 552000                                      | Printing & Distribution       | 8,267                | 25,908               | 16,510                | 23,043                 | 23,043                |
| 553000                                      | Facilities Services           | 381,319              | 406,467              | 324,852               | 335,251                | 334,996               |
| 554000                                      | Communications Services       | 0                    | 0                    | 0                     | 0                      | 0                     |
| 555000                                      | Data Processing Services      | 27,987               | 32,263               | 45,680                | 43,372                 | 43,627                |
| 556000                                      | Insurance                     | 47,801               | 47,731               | 46,586                | 48,263                 | 48,263                |
| 557000                                      | Master Lease                  | 0                    | 0                    | 0                     | 0                      | 0                     |
| 558000                                      | Same Fund Services            | 0                    | 0                    | 0                     | 0                      | 0                     |
| 559000                                      | Other Fund Services           | 291,409              | 309,303              | 326,753               | 366,298                | 366,298               |
| <b>Total Internal Materials and Service</b> |                               | 807,235              | 871,894              | 808,153               | 872,968                | 872,968               |
| <b>Total Materials and Services</b>         |                               | 5,344,537            | 5,795,435            | 6,803,870             | 6,211,884              | 6,211,884             |
| <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             | 750,559              | 779,618              | 1,554,725             | 665,000                | 665,000               |
| 565000                                      | Facilities Lease/Purchase     | 0                    | 0                    | 0                     | 0                      | 0                     |
| 566000                                      | Equipment Lease/Purchase      | 0                    | 0                    | 0                     | 0                      | 0                     |
| 568000                                      | Other Capital Expenditure     | 0                    | 0                    | 0                     | 0                      | 0                     |
| 569000                                      | Depreciation                  | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>Total Capital Outlay</b>                 |                               | 750,559              | 779,618              | 1,554,725             | 665,000                | 665,000               |
| 573000                                      | Equipment Cash Transfers      | 29,888               | 0                    | 0                     | 0                      | 0                     |
| 576000                                      | Minor Equipment Transfers     | 0                    | 5,801                | 0                     | 0                      | 0                     |
| <b>TOTAL DIVISION EXPENSES</b>              |                               | <b>\$ 7,838,064</b>  | <b>\$ 8,229,117</b>  | <b>\$ 10,458,463</b>  | <b>\$ 9,195,009</b>    | <b>\$ 9,195,009</b>   |

**Communication Services Division AU 360**
**FULL-TIME POSITIONS**

| Class                            | Title                            | Actual<br>FY 1997 | Actual<br>FY 1998 | Revised<br>FY 1998-99 |                     | Approved<br>FY 1999-00 |                     | Adopted<br>FY 1999-00 |                     |
|----------------------------------|----------------------------------|-------------------|-------------------|-----------------------|---------------------|------------------------|---------------------|-----------------------|---------------------|
|                                  |                                  | No.               | No.               | No.                   | Amount              | No.                    | Amount              | No.                   | Amount              |
| 819                              | Administrative Assistant         | 1                 | 0                 | 0                     | 0                   | 0                      | 0                   | 0                     | 0                   |
| 114                              | Clerical Specialist              | 1                 | 1                 | 2                     | 54,299              | 2                      | 58,038              | 2                     | 58,038              |
| 3257                             | Communications Svcs Division Mgr | 1                 | 0                 | 0                     | 0                   | 0                      | 0                   | 0                     | 0                   |
| 3248                             | Electronic Technician Assistant  | 3                 | 3                 | 5                     | 139,524             | 5                      | 169,939             | 5                     | 169,939             |
| 3250                             | Electronics Technician I         | 2                 | 2                 | 3                     | 115,414             | 3                      | 122,112             | 3                     | 122,112             |
| 3251                             | Electronics Technician II        | 6                 | 6                 | 5                     | 224,823             | 6                      | 285,474             | 6                     | 285,474             |
| 1136                             | Facilities & Maintenance Manager | 0                 | 1                 | 1                     | 71,430              | 1                      | 74,073              | 1                     | 74,073              |
| 2541                             | Information Systems Analyst I    | 0                 | 0                 | 0                     | 0                   | 3                      | 150,660             | 3                     | 150,660             |
| 2542                             | Information Systems Analyst II   | 1                 | 1                 | 0                     | 0                   | 0                      | 0                   | 0                     | 0                   |
| 966                              | Program Coordinator              | 0                 | 1                 | 1                     | 45,335              | 1                      | 54,502              | 1                     | 54,502              |
| 972                              | Program Manager III              | 0                 | 1                 | 2                     | 128,638             | 2                      | 157,726             | 2                     | 157,726             |
| 964                              | Program Specialist               | 0                 | 0                 | 2                     | 72,460              | 2                      | 102,677             | 2                     | 102,677             |
| 220                              | Secretarial Clerk I              | 1                 | 2                 | 0                     | 0                   | 0                      | 0                   | 0                     | 0                   |
| 221                              | Secretarial Clerk II             | 0                 | 0                 | 1                     | 30,568              | 1                      | 26,206              | 1                     | 26,206              |
| 3256                             | Senior Communications Engineer   | 2                 | 1                 | 2                     | 121,586             | 2                      | 136,407             | 2                     | 136,407             |
| 1056                             | Senior Trades Supervisor         | 1                 | 1                 | 1                     | 58,212              | 1                      | 60,364              | 1                     | 60,364              |
| 410                              | Storekeeper                      | 1                 | 0                 | 0                     | 0                   | 0                      | 0                   | 0                     | 0                   |
| 411                              | Stores Supervisor I              | 0                 | 1                 | 1                     | 40,734              | 1                      | 43,455              | 1                     | 43,455              |
| 413                              | Stores System Manager            | 1                 | 0                 | 0                     | 0                   | 0                      | 0                   | 0                     | 0                   |
| 3108                             | Technician II                    | 0                 | 1                 | 1                     | 38,461              | 0                      | 0                   | 0                     | 0                   |
| 3109                             | Technician III                   | 2                 | 2                 | 2                     | 113,796             | 2                      | 97,044              | 2                     | 97,044              |
| 305                              | Telecommunications Coordinator   | 4                 | 3                 | 3                     | 120,708             | 0                      | 0                   | 0                     | 0                   |
| 1054                             | Trades Supervisor                | 0                 | 0                 | 1                     | 50,249              | 1                      | 54,236              | 1                     | 54,236              |
| <b>TOTAL FULL-TIME POSITIONS</b> |                                  | <b>27</b>         | <b>27</b>         | <b>33</b>             | <b>\$ 1,426,237</b> | <b>33</b>              | <b>\$ 1,592,913</b> | <b>33</b>             | <b>\$ 1,592,913</b> |

## Fleet Services Division

### OVERVIEW

#### Organizational Description

The Fleet Services division of the Bureau of General Services acquires, modifies, services, repairs, and disposes of vehicles and equipment owned, leased, and rented by the City. The division operates eight garages throughout the City to provide the services. In addition, work is completed in the field and at private vendors in the area. A downtown Motor Pool is operated to provide vehicles on a convenient, short-term basis. A modern Body & Paint garage and a full-service Fabrication Shop are operated to efficiently provide service to our complicated fleet of municipal vehicles.

#### Operations

The number of City-operated vehicles had grown by more than 700 units in the last ten years. The City has used its resources to purchase more sophisticated vehicles that require less labor time to maintain. However, as technology evolves, vehicles require more expensive repair components. To comply with new legislation and DEQ requirements, the City is required to purchase more expensive test equipment. Increased materials expenses have been offset by decreased labor expenses, allowing fleet operations to improve service with minimal rate increases.

# Overview of Programs

## OPERATIONS

This section provides management, planning, coordination, budgeting, and related functions for the division. Purchase of new and replacement vehicles, management of the repair parts activity, coordination of personnel services, and the computerized information system are responsibilities of this section.

## MAINTENANCE & REPAIR

This section provides for preparation of new vehicles and equipment, scheduled preventive maintenance, and unscheduled repairs of City vehicles. Work is performed in City garages, in the field, and at private vendors.

## FUEL MANAGEMENT

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

## BODY AND PAINT

This section assists in the preparation of new vehicles, completes body restoration of vehicles damaged in collisions, and paints vehicles and equipment when necessary.

## FABRICATION

This section provides metal work for City vehicles and equipment. Welding, machining, bending, cutting, and other metal fabrication services are used for vehicle repairs and modifications.

## MOTOR POOL

This section maintains a fleet of vehicles for short-term use. The modern cars and mini-vans in the motor pool are not assigned, and are available to all City employees.

## LEASE EQUIPMENT

This program provides lease vehicles for extended usage when a purchase is not the most cost-effective alternative, or when a variety of undercover vehicles are needed for police activity. Rentals of large passenger vans, buses, and other unusual vehicles are provided for short-term usage as required by special occasions and seasonal programs.

## CAPITAL REPLACEMENT

This section tracks funds designated for the purchase of replacement vehicles. Funds are added through the collections in established rates, and are reduced as the expenditures are completed.

## NEW EQUIPMENT/CASH TRANSFERS

This section tracks all funds designated for the purchase of new vehicles requested by customers. Funds are added to this section, as approved, and reduced from this section as the expenditures are completed.

**POLICE UNDERCOVER ACCOUNT**

This section tracks funds designated for the use of undercover vehicles assigned to the Bureau of Police.



**Fleet Services Division AU 562**
**SUMMARY OF DIVISION BUDGET**

|   | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>EXPENDITURES</b>   |                      |                      |                       |                        |                       |
| <b>Operating Budget</b>   |                      |                      |                       |                        |                       |
| Personal Services   | 4,188,131            | 4,386,792            | 4,801,522             | 5,118,097              | 5,118,097             |
| External Materials and Service  | 5,843,422            | 5,550,939            | 6,745,540             | 6,384,284              | 6,384,284             |
| Internal Materials and Service  | 1,210,898            | 763,489              | 1,380,741             | 991,253                | 991,253               |
| Minor Capital Outlay  | 3,638,435            | 4,069,508            | 11,465,060            | 5,605,660              | 5,605,660             |
| Equipment Cash Transfers  | 9,200                | 0                    | 0                     | 0                      | 0                     |
| <b>Total Operating Budget</b>   | 14,890,086           | 14,770,728           | 24,392,863            | 18,099,294             | 18,099,294            |
| Capital Improvements  | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>TOTAL BUREAU EXPENDITURES</b>  | <b>\$ 14,890,086</b> | <b>\$ 14,770,728</b> | <b>\$ 24,392,863</b>  | <b>\$ 18,099,294</b>   | <b>\$ 18,099,294</b>  |
| Allocated Overhead Costs  |                      |                      | 504,527               | 503,273                | 492,466               |
| <b>Total Cost with Allocated Overhead</b>   |                      |                      | 24,897,390            | 18,602,567             | 18,591,760            |
| <b>Authorized Full-Time Positions</b>   |                      |                      |                       |                        |                       |
| General Fund Discretionary  | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>TOTAL POSITIONS</b>  | <b>76</b>            | <b>76</b>            | <b>80</b>             | <b>80</b>              | <b>80</b>             |
| <b>RESOURCES</b>  |                      |                      |                       |                        |                       |
| Discretionary General Fund  |                      | 0                    | 0                     | 0                      | 0                     |
| <b>Non-Discretionary Revenues</b>   |                      |                      |                       |                        |                       |
| Grants & Donations  |                      | 0                    | 0                     | 0                      | 0                     |
| Fleet Services Operating  |                      | 14,770,728           | 24,392,863            | 18,099,294             | 18,099,294            |
| Contract Revenues   |                      | 0                    | 0                     | 0                      | 0                     |
| Interagency Revenues  |                      | 0                    | 0                     | 0                      | 0                     |
| Bureau Program Revenues   |                      | 0                    | 0                     | 0                      | 0                     |
| Overhead Revenues   |                      | 0                    | 0                     | 0                      | 0                     |
| <b>Total Non-Discretionary Revenues</b>   |                      | 14,770,728           | 24,392,863            | 18,099,294             | 18,099,294            |
| <b>TOTAL GENERAL FUND RESOURCES</b>   |                      | <b>\$ 14,770,728</b> | <b>\$ 24,392,863</b>  | <b>\$ 18,099,294</b>   | <b>\$ 18,099,294</b>  |
| Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.         |                      |                      |                       |                        |                       |
| Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue. |                      |                      |                       |                        |                       |
| <b>PROGRAMS</b>   |                      |                      |                       |                        |                       |
| Operations  |                      | 1,019,888            | 938,364               | 1,018,269              | 1,018,269             |
| Positions   |                      | 9                    | 9                     | 9                      | 9                     |
| Lease Equipment   |                      | 1,222,963            | 616,190               | 808,529                | 808,529               |
| Positions   |                      | 0                    | 0                     | 1                      | 1                     |
| Capital Replacement   |                      | 3,453,171            | 9,576,439             | 5,095,568              | 5,095,568             |
| Positions   |                      | 2                    | 2                     | 3                      | 3                     |
| Police Undercover Account   |                      | 183                  | 0                     | 0                      | 0                     |
| Positions   |                      | 0                    | 0                     | 0                      | 0                     |
| Maintenance & Repair  |                      | 5,771,716            | 8,070,756             | 7,560,419              | 7,560,419             |
| Positions   |                      | 49                   | 53                    | 53                     | 53                    |
| Body and Paint  |                      | 650,219              | 971,673               | 900,625                | 900,625               |
| Positions   |                      | 8                    | 8                     | 6                      | 6                     |
| Fabrication   |                      | 532,787              | 618,595               | 660,334                | 660,334               |
| Positions   |                      | 6                    | 6                     | 6                      | 6                     |
| Motor Pool  |                      | 69,662               | 727,010               | 482,835                | 482,835               |
| Positions   |                      | 1                    | 1                     | 1                      | 1                     |
| New Equipment/Cash Transfers  |                      | 729,752              | 1,098,675             | 178,000                | 178,000               |
| Positions   |                      | 0                    | 0                     | 0                      | 0                     |
| Fuel Management   |                      | 1,320,387            | 1,775,161             | 1,394,715              | 1,394,715             |
| Positions   |                      | 1                    | 1                     | 1                      | 1                     |
| <b>TOTAL PROGRAMS</b>   |                      | <b>\$ 14,770,728</b> | <b>\$ 24,392,863</b>  | <b>\$ 18,099,294</b>   | <b>\$ 18,099,294</b>  |
| Positions   |                      | <b>76</b>            | <b>80</b>             | <b>80</b>              | <b>80</b>             |

|   | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>Personnel Services</b>                   |                      |                      |                       |                        |                       |
| 511000 Full-Time Employees                  | 2,488,111            | 2,575,111            | 3,334,267             | 3,492,184              | 3,492,184             |
| 512000 Part-Time Employees                  | 82                   | 0                    | 17,000                | 17,000                 | 17,000                |
| 514000 Overtime                             | 58,424               | 68,688               | 51,200                | 51,200                 | 51,200                |
| 515000 Premium Pay                          | 29,996               | 33,640               | 32,400                | 32,400                 | 32,400                |
| 517000 Benefits                             | 1,174,558            | 1,227,702            | 1,366,655             | 1,525,313              | 1,525,313             |
| 518000 Paid Absence                         | 436,960              | 481,651              | 0                     | 0                      | 0                     |
| <b>Total Personnel Services</b>             | <b>4,188,131</b>     | <b>4,386,792</b>     | <b>4,801,522</b>      | <b>5,118,097</b>       | <b>5,118,097</b>      |
| <b>Materials and Services</b>               |                      |                      |                       |                        |                       |
| <b>External Materials and Service</b>       |                      |                      |                       |                        |                       |
| 521000 Professional Services                | 2,810                | 5,956                | 2,000                 | 9,500                  | 9,500                 |
| 522000 Utilities                            | 87,826               | 90,442               | 94,000                | 99,100                 | 99,100                |
| 523000 Equipment Rental                     | 817,272              | 1,222,053            | 616,190               | 772,234                | 772,234               |
| 524000 Repair & Maintenance Services        | 641,866              | 464,154              | 932,300               | 843,800                | 843,800               |
| 525000 Non-Capital Improvement              | 0                    | 0                    | 0                     | 0                      | 0                     |
| 528000 Local Match Payments                 | 0                    | 0                    | 0                     | 0                      | 0                     |
| 529000 Miscellaneous Services               | 245,254              | 180,000              | 221,200               | 195,500                | 195,500               |
| 531000 Office Supplies                      | 27,189               | 10,601               | 24,200                | 19,700                 | 19,700                |
| 532000 Operating Supplies                   | 1,746,804            | 1,442,253            | 1,910,500             | 1,530,500              | 1,530,500             |
| 533000 Repair & Maintenance Supplies        | 2,005,927            | 1,891,138            | 2,551,000             | 2,570,500              | 2,570,500             |
| 534000 Minor Equipment & Tools              | 190,119              | 155,803              | 231,000               | 201,000                | 201,000               |
| 535000 Clothing & Uniforms                  | 30,988               | 29,597               | 50,600                | 41,600                 | 41,600                |
| 539000 Other Commodities External           | 476                  | 233                  | 0                     | 0                      | 0                     |
| 541000 Education                            | 18,358               | 25,496               | 45,750                | 37,850                 | 37,850                |
| 542000 Local Travel                         | 0                    | 0                    | 300                   | 300                    | 300                   |
| 543000 Out-of-Town Travel                   | 4,970                | 9,300                | 12,000                | 13,200                 | 13,200                |
| 544000 Space Rental                         | 9,204                | 7,788                | 15,000                | 15,000                 | 15,000                |
| 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                        | 14,359               | 16,125               | 39,500                | 34,500                 | 34,500                |
| <b>Total External Materials and Service</b> | <b>5,843,422</b>     | <b>5,550,939</b>     | <b>6,745,540</b>      | <b>6,384,284</b>       | <b>6,384,284</b>      |
| <b>Internal Materials and Service</b>       |                      |                      |                       |                        |                       |
| 551000 Fleet Services                       | 0                    | 0                    | 0                     | 0                      | 0                     |
| 552000 Printing & Distribution              | 21,043               | 22,285               | 24,094                | 20,811                 | 20,811                |
| 553000 Facilities Services                  | 591,183              | 195,059              | 724,032               | 285,970                | 285,970               |
| 554000 Communications Services              | 51,698               | 36,136               | 43,637                | 39,778                 | 39,778                |
| 555000 Data Processing Services             | 49,121               | 44,362               | 74,402                | 79,435                 | 79,435                |
| 556000 Insurance                            | 152,747              | 122,923              | 146,728               | 152,010                | 152,010               |
| 557000 Master Lease                         | 0                    | 0                    | 0                     | 0                      | 0                     |
| 558000 Same Fund Services                   | 0                    | 0                    | 0                     | 0                      | 0                     |
| 559000 Other Fund Services                  | 345,106              | 340,654              | 367,848               | 413,249                | 413,249               |
| <b>Total Internal Materials and Service</b> | <b>1,210,898</b>     | <b>761,419</b>       | <b>1,380,741</b>      | <b>991,253</b>         | <b>991,253</b>        |
| <b>Total Materials and Services</b>         | <b>7,054,320</b>     | <b>6,312,358</b>     | <b>8,126,281</b>      | <b>7,375,537</b>       | <b>7,375,537</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                    | 3,638,435            | 4,069,508            | 11,465,060            | 5,605,660              | 5,605,660             |
| 565000 Facilities Lease/Purchase            | 0                    | 0                    | 0                     | 0                      | 0                     |
| 566000 Equipment Lease/Purchase             | 0                    | 0                    | 0                     | 0                      | 0                     |
| 568000 Other Capital Expenditure            | 0                    | 0                    | 0                     | 0                      | 0                     |
| 569000 Depreciation                         | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>Total Capital Outlay</b>                 | <b>3,638,435</b>     | <b>4,069,508</b>     | <b>11,465,060</b>     | <b>5,605,660</b>       | <b>5,605,660</b>      |
| 573000 Equipment Cash Transfers             | 9,200                | 0                    | 0                     | 0                      | 0                     |
| 576000 Minor Equipment Transfers            | 0                    | 2,070                | 0                     | 0                      | 0                     |
| <b>TOTAL DIVISION EXPENSES</b>              | <b>\$ 14,890,086</b> | <b>\$ 14,770,728</b> | <b>\$ 24,392,863</b>  | <b>\$ 18,099,294</b>   | <b>\$ 18,099,294</b>  |

**Fleet Services Division AU 562**
**FULL-TIME POSITIONS**

| Class                            | Title                           | Actual<br>FY 1997 | Actual<br>FY 1998 | Revised<br>FY 1998-99 |                     | Approved<br>FY 1999-00 |                     | Adopted<br>FY 1999-00 |                     |
|----------------------------------|---------------------------------|-------------------|-------------------|-----------------------|---------------------|------------------------|---------------------|-----------------------|---------------------|
|                                  |                                 | No.               | No.               | No.                   | Amount              | No.                    | Amount              | No.                   | Amount              |
| 819                              | Administrative Assistant        | 1                 | 1                 | 1                     | 47,376              | 1                      | 38,462              | 1                     | 38,462              |
| 926                              | Administrative Services Manager | 0                 | 0                 | 0                     | 0                   | 1                      | 62,838              | 1                     | 62,838              |
| 962                              | Assistant Program Specialist    | 0                 | 0                 | 0                     | 0                   | 1                      | 41,322              | 1                     | 41,322              |
| 1516                             | Auto Body Restorer              | 5                 | 5                 | 5                     | 202,225             | 5                      | 209,705             | 5                     | 209,705             |
| 1532                             | Automotive Mechanic             | 40                | 40                | 44                    | 1,779,580           | 45                     | 1,887,345           | 45                    | 1,887,345           |
| 430                              | Automotive Parts Specialist     | 4                 | 4                 | 4                     | 142,736             | 4                      | 147,976             | 4                     | 147,976             |
| 1232                             | Automotive Servicer I           | 1                 | 1                 | 1                     | 34,076              | 0                      | 0                   | 0                     | 0                   |
| 929                              | Bureau Operating Manager        | 0                 | 0                 | 0                     | 0                   | 1                      | 69,703              | 1                     | 69,703              |
| 1533                             | Lead Automotive Mechanic        | 2                 | 2                 | 2                     | 84,940              | 2                      | 88,074              | 2                     | 88,074              |
| 1444                             | Lead Painter                    | 1                 | 1                 | 1                     | 42,470              | 0                      | 0                   | 0                     | 0                   |
| 1511                             | Lead Welder                     | 1                 | 1                 | 1                     | 42,470              | 1                      | 44,037              | 1                     | 44,037              |
| 1520                             | Maintenance Machinist           | 1                 | 1                 | 1                     | 40,445              | 1                      | 41,941              | 1                     | 41,941              |
| 1208                             | Maintenance Worker              | 1                 | 1                 | 1                     | 20,296              | 1                      | 21,043              | 1                     | 21,043              |
| 2540                             | MIS Support Technician          | 0                 | 0                 | 0                     | 0                   | 1                      | 38,462              | 1                     | 38,462              |
| 1530                             | Motorcycle Mechanic             | 1                 | 1                 | 1                     | 40,445              | 1                      | 41,941              | 1                     | 41,941              |
| 968                              | Program Manager I               | 1                 | 1                 | 1                     | 58,214              | 0                      | 0                   | 0                     | 0                   |
| 220                              | Secretarial Clerk I             | 3                 | 3                 | 3                     | 74,373              | 1                      | 25,730              | 1                     | 25,730              |
| 221                              | Secretarial Clerk II            | 1                 | 1                 | 1                     | 30,569              | 1                      | 31,691              | 1                     | 31,691              |
| 1956                             | Senior Public Works Manager     | 1                 | 1                 | 1                     | 79,156              | 1                      | 82,079              | 1                     | 82,079              |
| 1056                             | Senior Trades Supervisor        | 1                 | 1                 | 1                     | 58,213              | 0                      | 0                   | 0                     | 0                   |
| 411                              | Stores Supervisor I             | 0                 | 0                 | 0                     | 0                   | 1                      | 42,465              | 1                     | 42,465              |
| 413                              | Stores System Manager           | 1                 | 1                 | 1                     | 55,269              | 1                      | 57,304              | 1                     | 57,304              |
| 1058                             | Trades Manager                  | 1                 | 1                 | 1                     | 64,478              | 1                      | 62,838              | 1                     | 62,838              |
| 1054                             | Trades Supervisor               | 6                 | 6                 | 6                     | 315,601             | 6                      | 331,405             | 6                     | 331,405             |
| 1513                             | Welder                          | 3                 | 3                 | 3                     | 121,335             | 3                      | 125,823             | 3                     | 125,823             |
| <b>TOTAL FULL-TIME POSITIONS</b> |                                 | <b>76</b>         | <b>76</b>         | <b>80</b>             | <b>\$ 3,334,267</b> | <b>80</b>              | <b>\$ 3,492,184</b> | <b>80</b>             | <b>\$ 3,492,184</b> |

## Printing & Distribution Services Division

### OVERVIEW

#### **Printing & Distribution Services**

The Printing & Distribution Services division of the Bureau of General Services provides services to all City bureaus, Multnomah County, and other governmental agencies. These services include traditional printing and binding, electronic printing and pre-press services, microfilming, blueprinting, copy machines and xerography, mail processing, inserting and addressing, and delivery of interoffice and U.S. mail and supplies. A total of 30 positions are budgeted in the Printing & Distribution Services Fund.

Printing & Distribution Services will see the 8th consecutive year where major rates have not increased and other rates are below the rate of inflation, a fact which has been very beneficial for its customers. This favorable history has been made possible, in part, by the Gainshare Program which has contributed to a significant increase in productivity. The division's digital printing service continues to serve an increasing number of customers, providing them with higher productivity and a higher quality product. Another important change is that the division has added outside customers via the competitive bid process.

# Overview of Programs

## COPY SERVICES

The Copy Services program provides copy machines, paper, supplies, vendor maintenance and key operator service for City and County agencies. The program assists customers in assessing the type of machine they need and can pay for, and works with the customer to manage copying costs.

## DISTRIBUTION

The Distribution Program provides City bureaus and other organizations interoffice mail delivery, U.S. mail processing, postage, addressing and inserting services. The program also provides special handling services of materials.

## DUPLICATING

The Duplicating Program provides traditional duplicating services, both vended and in-house, to City bureaus, Multnomah County, and other governmental agencies. It also provides photographic and graphics services, and electronic printing, printing on demand, and digital pre-press services to these agencies.

## MICROFILM

The Microfilm program microfilms and updates zoning, street, and water service maps. The program also provides for security of the documents.

## OPERATIONS

This section provide overall management and administrative support to the other programs in the Printing & Distribution Services Fund.

The Operations Program provides the following services:

- ◆ Information technology;
- ◆ Accounting and billing services;
- ◆ Division wide management;
- ◆ Secretarial support;
- ◆ Management information services.

# Printing & Distribution Services Division AU 354

## SUMMARY OF DIVISION BUDGET

|  | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|--|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>EXPENDITURES</b>  |                      |                      |                       |                        |                       |
| <b>Operating Budget</b>  |                      |                      |                       |                        |                       |
| Personal Services  | 1,572,609            | 1,561,234            | 1,586,656             | 1,713,517              | 1,713,517             |
| External Materials and Service   | 3,255,982            | 3,050,699            | 3,900,731             | 3,961,034              | 3,948,954             |
| Internal Materials and Service   | 428,694              | 429,271              | 523,671               | 655,543                | 655,543               |
| Minor Capital Outlay   | 654,023              | 394,777              | 491,390               | 409,000                | 409,000               |
| Equipment Cash Transfers   | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>Total Operating Budget</b>  | 5,911,308            | 5,435,981            | 6,502,448             | 6,739,094              | 6,727,014             |
| Capital Improvements   | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>TOTAL BUREAU EXPENDITURES</b>   | <b>\$ 5,911,308</b>  | <b>\$ 5,435,981</b>  | <b>\$ 6,502,448</b>   | <b>\$ 6,739,094</b>    | <b>\$ 6,727,014</b>   |
| Allocated Overhead Costs   |                      |                      | 252,099               | 266,763                | 265,930               |
| <b>Total Cost with Allocated Overhead</b>  |                      |                      | 6,754,547             | 7,005,857              | 6,992,944             |
| <b>Authorized Full-Time Positions</b>  |                      |                      |                       |                        |                       |
| General Fund Discretionary   | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>TOTAL POSITIONS</b>   | <b>28</b>            | <b>28</b>            | <b>29</b>             | <b>30</b>              | <b>30</b>             |
| <b>RESOURCES</b>   |                      |                      |                       |                        |                       |
| Discretionary General Fund   |                      | 0                    | 0                     | 0                      | 0                     |
| <b>Non-Discretionary Revenues</b>  |                      |                      |                       |                        |                       |
| Grants & Donations   |                      | 0                    | 0                     | 0                      | 0                     |
| Contract Revenues  |                      | 0                    | 0                     | 0                      | 0                     |
| Printing & Distribution Services Fund  |                      | 5,435,981            | 6,502,448             | 6,739,094              | 6,727,014             |
| Bureau Program Revenues  |                      | 0                    | 0                     | 0                      | 0                     |
| Overhead Revenues  |                      | 0                    | 0                     | 0                      | 0                     |
| <b>Total Non-Discretionary Revenues</b>  |                      | 5,435,981            | 6,502,448             | 6,739,094              | 6,727,014             |
| <b>TOTAL GENERAL FUND RESOURCES</b>  |                      | <b>\$ 5,435,981</b>  | <b>\$ 6,502,448</b>   | <b>\$ 6,739,094</b>    | <b>\$ 6,727,014</b>   |
| Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.<br>Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue. |                      |                      |                       |                        |                       |
| <b>PROGRAMS</b>  |                      |                      |                       |                        |                       |
| Operations   |                      | 807,175              | 718,970               | 974,582                | 974,582               |
| Positions  |                      | 3                    | 3                     | 7                      | 7                     |
| Copy Services  |                      | 643,997              | 558,732               | 630,984                | 628,984               |
| Positions  |                      | 1                    | 1                     | 2                      | 2                     |
| Duplicating  |                      | 2,305,262            | 3,251,077             | 3,233,375              | 3,231,295             |
| Positions  |                      | 16                   | 18                    | 14                     | 14                    |
| Microfilm  |                      | 135,402              | 176,992               | 132,417                | 132,417               |
| Positions  |                      | 1                    | 2                     | 2                      | 2                     |
| Distribution   |                      | 1,451,969            | 1,768,787             | 1,764,736              | 1,756,736             |
| Positions  |                      | 6                    | 5                     | 5                      | 5                     |
| <b>TOTAL PROGRAMS</b>  |                      | <b>\$ 5,343,805</b>  | <b>\$ 6,474,558</b>   | <b>\$ 6,736,094</b>    | <b>\$ 6,724,014</b>   |
| Positions  |                      | <b>28</b>            | <b>29</b>             | <b>30</b>              | <b>30</b>             |

# **Printing & Distribution Services Division AU 354**

## **LINE ITEM DETAIL**

|   |                               | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|-------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>Personnel Services</b>                   |                               |                      |                      |                       |                        |                       |
| 511000                                      | Full-Time Employees           | 826,666              | 818,490              | 1,028,325             | 1,110,048              | 1,110,048             |
| 512000                                      | Part-Time Employees           | 48,697               | 60,426               | 45,500                | 60,500                 | 60,500                |
| 514000                                      | Overtime                      | 68,056               | 70,279               | 53,000                | 53,000                 | 53,000                |
| 515000                                      | Premium Pay                   | 39,822               | 38,788               | 14,500                | 10,000                 | 10,000                |
| 517000                                      | Benefits                      | 418,166              | 408,106              | 445,331               | 479,969                | 479,969               |
| 518000                                      | Paid Absence                  | 171,202              | 165,145              | 0                     | 0                      | 0                     |
| <b>Total Personnel Services</b>             |                               | <b>1,572,609</b>     | <b>1,561,234</b>     | <b>1,586,656</b>      | <b>1,713,517</b>       | <b>1,713,517</b>      |
| <b>Materials and Services</b>               |                               |                      |                      |                       |                        |                       |
| <b>External Materials and Service</b>       |                               |                      |                      |                       |                        |                       |
| 521000                                      | Professional Services         | 2,794                | 0                    | 1,000                 | 500                    | 500                   |
| 522000                                      | Utilities                     | 0                    | 0                    | 0                     | 0                      | 0                     |
| 523000                                      | Equipment Rental              | 2,286                | 3,139                | 4,000                 | 4,000                  | 4,000                 |
| 524000                                      | Repair & Maintenance Services | 363,896              | 404,803              | 378,000               | 477,488                | 475,488               |
| 525000                                      | Non-Capital Improvement       | 0                    | 0                    | 0                     | 0                      | 0                     |
| 528000                                      | Local Match Payments          | 0                    | 0                    | 0                     | 0                      | 0                     |
| 529000                                      | Miscellaneous Services        | 2,146,959            | 1,834,316            | 2,712,066             | 2,750,954              | 2,740,874             |
| 531000                                      | Office Supplies               | 3,163                | 3,020                | 3,000                 | 3,000                  | 3,000                 |
| 532000                                      | Operating Supplies            | 619,827              | 624,350              | 678,465               | 607,492                | 607,492               |
| 533000                                      | Repair & Maintenance Supplies | 6,412                | 596                  | 3,200                 | 2,700                  | 2,700                 |
| 534000                                      | Minor Equipment & Tools       | 94,207               | 154,050              | 78,000                | 69,500                 | 69,500                |
| 535000                                      | Clothing & Uniforms           | 195                  | 2,482                | 2,500                 | 2,500                  | 2,500                 |
| 539000                                      | Other Commodities External    | 0                    | 400                  | 0                     | 0                      | 0                     |
| 541000                                      | Education                     | 3,848                | 3,878                | 25,000                | 25,000                 | 25,000                |
| 542000                                      | Local Travel                  | 2,608                | 3,716                | 2,000                 | 2,000                  | 2,000                 |
| 543000                                      | Out-of-Town Travel            | 3,570                | 3,588                | 10,000                | 12,400                 | 12,400                |
| 544000                                      | Space Rental                  | 1,074                | 1,130                | 1,500                 | 1,500                  | 1,500                 |
| 545000                                      | Interest                      | 0                    | 0                    | 0                     | 0                      | 0                     |
| 546000                                      | Refunds                       | 0                    | 0                    | 0                     | 0                      | 0                     |
| 547000                                      | Retirement System Payments    | 0                    | 0                    | 0                     | 0                      | 0                     |
| 549000                                      | Miscellaneous                 | 5,143                | 11,231               | 2,000                 | 2,000                  | 2,000                 |
| <b>Total External Materials and Service</b> |                               | <b>3,255,982</b>     | <b>3,050,699</b>     | <b>3,900,731</b>      | <b>3,961,034</b>       | <b>3,948,954</b>      |
| <b>Internal Materials and Service</b>       |                               |                      |                      |                       |                        |                       |
| 551000                                      | Fleet Services                | 41,898               | 29,325               | 39,467                | 41,928                 | 41,928                |
| 552000                                      | Printing & Distribution       | 0                    | 0                    | 0                     | 0                      | 0                     |
| 553000                                      | Facilities Services           | 123,690              | 120,663              | 135,875               | 217,376                | 214,894               |
| 554000                                      | Communications Services       | 14,167               | 28,248               | 26,237                | 27,765                 | 27,765                |
| 555000                                      | Data Processing Services      | 44,257               | 65,979               | 131,844               | 142,991                | 145,473               |
| 556000                                      | Insurance                     | 42,992               | 37,139               | 37,410                | 38,757                 | 38,757                |
| 557000                                      | Master Lease                  | 0                    | 0                    | 0                     | 0                      | 0                     |
| 558000                                      | Same Fund Services            | 0                    | 0                    | 0                     | 0                      | 0                     |
| 559000                                      | Other Fund Services           | 161,690              | 147,917              | 152,838               | 186,726                | 186,726               |
| <b>Total Internal Materials and Service</b> |                               | <b>428,694</b>       | <b>429,271</b>       | <b>523,671</b>        | <b>655,543</b>         | <b>655,543</b>        |
| <b>Total Materials and Services</b>         |                               | <b>3,684,676</b>     | <b>3,479,970</b>     | <b>4,424,402</b>      | <b>4,616,577</b>       | <b>4,604,497</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             | 654,023              | 394,777              | 491,390               | 409,000                | 409,000               |
| 565000                                      | Facilities Lease/Purchase     | 0                    | 0                    | 0                     | 0                      | 0                     |
| 566000                                      | Equipment Lease/Purchase      | 0                    | 0                    | 0                     | 0                      | 0                     |
| 568000                                      | Other Capital Expenditure     | 0                    | 0                    | 0                     | 0                      | 0                     |
| 569000                                      | Depreciation                  | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>Total Capital Outlay</b>                 |                               | <b>654,023</b>       | <b>394,777</b>       | <b>491,390</b>        | <b>409,000</b>         | <b>409,000</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>\$ 5,911,308</b>  | <b>\$ 5,435,981</b>  | <b>\$ 6,502,448</b>   | <b>\$ 6,739,094</b>    | <b>\$ 6,727,014</b>   |

**Printing & Distribution Services Division AU 354**
**FULL-TIME POSITIONS**

| Class                            | Title                     | Actual<br>FY 1997 | Actual<br>FY 1998 | Revised<br>FY 1998-99 |                     | Approved<br>FY 1999-00 |                     | Adopted<br>FY 1999-00 |                     |
|----------------------------------|---------------------------|-------------------|-------------------|-----------------------|---------------------|------------------------|---------------------|-----------------------|---------------------|
|                                  |                           | No.               | No.               | No.                   | Amount              | No.                    | Amount              | No.                   | Amount              |
| 512                              | Billing Accountant        | 1                 | 1                 | 1                     | 39,651              | 1                      | 41,124              | 1                     | 41,124              |
| 127                              | Delivery Driver           | 3                 | 3                 | 3                     | 102,228             | 3                      | 105,560             | 3                     | 105,560             |
| 125                              | Mail Clerk I              | 2                 | 1                 | 1                     | 26,204              | 1                      | 21,033              | 1                     | 21,033              |
| 126                              | Mail Clerk II             | 1                 | 1                 | 1                     | 31,195              | 1                      | 32,341              | 1                     | 32,341              |
| 129                              | Mail Supervisor           | 1                 | 1                 | 0                     | 0                   | 0                      | 0                   | 0                     | 0                   |
| 966                              | Program Coordinator       | 0                 | 0                 | 0                     | 0                   | 1                      | 47,823              | 1                     | 47,823              |
| 968                              | Program Manager I         | 1                 | 1                 | 0                     | 0                   | 1                      | 60,267              | 1                     | 60,267              |
| 972                              | Program Manager III       | 1                 | 1                 | 1                     | 67,077              | 1                      | 74,264              | 1                     | 74,264              |
| 350                              | Reproduction Operator I   | 4                 | 5                 | 7                     | 204,410             | 7                      | 219,663             | 7                     | 219,663             |
| 351                              | Reproduction Operator II  | 6                 | 6                 | 7                     | 255,108             | 8                      | 301,599             | 8                     | 301,599             |
| 354                              | Reproduction Operator III | 4                 | 4                 | 3                     | 128,601             | 3                      | 132,804             | 3                     | 132,804             |
| 349                              | Reproduction Technician   | 2                 | 2                 | 2                     | 42,678              | 2                      | 44,268              | 2                     | 44,268              |
| 220                              | Secretarial Clerk I       | 1                 | 1                 | 1                     | 28,251              | 1                      | 29,302              | 1                     | 29,302              |
| 1056                             | Senior Trades Supervisor  | 0                 | 0                 | 1                     | 58,213              | 0                      | 0                   | 0                     | 0                   |
| 1054                             | Trades Supervisor         | 1                 | 1                 | 1                     | 44,708              | 0                      | 0                   | 0                     | 0                   |
| <b>TOTAL FULL-TIME POSITIONS</b> |                           | <b>28</b>         | <b>28</b>         | <b>29</b>             | <b>\$ 1,028,324</b> | <b>30</b>              | <b>\$ 1,110,048</b> | <b>30</b>             | <b>\$ 1,110,048</b> |



## Administrative Services Division

### OVERVIEW

#### **Overall Management of Bureau's Operating Divisions**

The Administrative Services division of the Bureau of General Services has management responsibility over all of the BGS divisions, providing them with fiscal planning/forecasting, budget preparation, accounting and personnel services.

#### **Other Management Responsibilities**

##### **The Parking Facilities Fund**

The Administrative Services division also manages the Parking Facilities Fund. This includes providing oversight of contractors hired to manage the day to day operations and promotions of the City's Smart Park garage system. In cooperation with representatives of other City bureaus and agencies responsible for parking management in the downtown area, General Services' staff provides policy direction for the system and makes decisions regarding system expansion.

|  | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|--|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>EXPENDITURES</b>  |                      |                      |                       |                        |                       |
| <b>Operating Budget</b>  |                      |                      |                       |                        |                       |
| Personal Services  | 1,012,271            | 1,028,180            | 1,177,662             | 1,167,870              | 1,167,870             |
| External Materials and Service   | 31,401               | 24,686               | 91,117                | 103,741                | 103,741               |
| Internal Materials and Service   | 188,979              | 202,695              | 168,061               | 155,289                | 155,289               |
| Minor Capital Outlay   | 0                    | 0                    | 0                     | 0                      | 0                     |
| Equipment Cash Transfers   | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>Total Operating Budget</b>  | 1,232,651            | 1,255,561            | 1,436,840             | 1,426,900              | 1,426,900             |
| Capital Improvements   | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>TOTAL BUREAU EXPENDITURES</b>   | <b>\$ 1,232,651</b>  | <b>\$ 1,255,561</b>  | <b>\$ 1,436,840</b>   | <b>\$ 1,426,900</b>    | <b>\$ 1,426,900</b>   |
| Allocated Overhead Costs   |                      |                      | 0                     | 0                      | 0                     |
| <b>Total Cost with Allocated Overhead</b>  |                      |                      | 1,436,840             | 1,426,900              | 1,426,900             |
| <b>Authorized Full-Time Positions</b>  |                      |                      |                       |                        |                       |
| General Fund Discretionary   | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>TOTAL POSITIONS</b>   | <b>16</b>            | <b>16</b>            | <b>18</b>             | <b>17</b>              | <b>17</b>             |
| <b>RESOURCES</b>   |                      |                      |                       |                        |                       |
| Discretionary General Fund   |                      | 0                    | 0                     | 0                      | 0                     |
| <b>Non-Discretionary Revenues</b>  |                      |                      |                       |                        |                       |
| Grants & Donations   |                      | 0                    | 0                     | 0                      | 0                     |
| Contract Revenues  |                      | 0                    | 0                     | 0                      | 0                     |
| Interagency Revenues   |                      | 1,255,559            | 1,436,840             | 1,426,900              | 1,426,900             |
| Bureau Program Revenues  |                      | 0                    | 0                     | 0                      | 0                     |
| Overhead Revenues  |                      | 0                    | 0                     | 0                      | 0                     |
| <b>Total Non-Discretionary Revenues</b>  |                      | 1,255,559            | 1,436,840             | 1,426,900              | 1,426,900             |
| <b>TOTAL GENERAL FUND RESOURCES</b>  |                      | <b>\$ 1,255,559</b>  | <b>\$ 1,436,840</b>   | <b>\$ 1,426,900</b>    | <b>\$ 1,426,900</b>   |
| Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.<br>Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue. |                      |                      |                       |                        |                       |
| <b>PROGRAMS</b>  |                      |                      |                       |                        |                       |
| Administrative Services  |                      | 1,255,561            | 1,436,840             | 1,426,900              | 1,426,900             |
| Positions  |                      | 16                   | 18                    | 17                     | 17                    |
| <b>TOTAL PROGRAMS</b>  |                      | <b>\$ 1,255,561</b>  | <b>\$ 1,436,840</b>   | <b>\$ 1,426,900</b>    | <b>\$ 1,426,900</b>   |
| Positions  |                      | 16                   | 18                    | 17                     | 17                    |

# Administrative Services Division AU 346

## LINE ITEM DETAIL

|   |                               | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|-------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>Personnel Services</b>                   |                               |                      |                      |                       |                        |                       |
| 511000                                      | Full-Time Employees           | 639,888              | 631,509              | 851,084               | 837,095                | 837,095               |
| 514000                                      | Overtime                      | 2,548                | 702                  | 1,700                 | 0                      | 0                     |
| 515000                                      | Premium Pay                   | 331                  | 0                    | 700                   | 0                      | 0                     |
| 517000                                      | Benefits                      | 267,954              | 276,023              | 324,178               | 330,775                | 330,775               |
| 518000                                      | Paid Absence                  | 101,550              | 119,946              | 0                     | 0                      | 0                     |
| <b>Total Personnel Services</b>             |                               | 1,012,271            | 1,028,180            | 1,177,662             | 1,167,870              | 1,167,870             |
| <b>Materials and Services</b>               |                               |                      |                      |                       |                        |                       |
| <b>External Materials and Service</b>       |                               |                      |                      |                       |                        |                       |
| 521000                                      | Professional Services         | 2,281                | 225                  | 3,500                 | 18,000                 | 18,000                |
| 522000                                      | Utilities                     | 0                    | 0                    | 0                     | 0                      | 0                     |
| 523000                                      | Equipment Rental              | 0                    | 0                    | 0                     | 0                      | 0                     |
| 524000                                      | Repair & Maintenance Services | 705                  | 1,210                | 2,000                 | 2,400                  | 2,400                 |
| 525000                                      | Non-Capital Improvement       | 0                    | 0                    | 0                     | 0                      | 0                     |
| 528000                                      | Local Match Payments          | 0                    | 0                    | 0                     | 0                      | 0                     |
| 529000                                      | Miscellaneous Services        | 911                  | 667                  | 2,500                 | 5,000                  | 5,000                 |
| 531000                                      | Office Supplies               | 3,715                | 4,535                | 4,800                 | 4,900                  | 4,900                 |
| 532000                                      | Operating Supplies            | 1,401                | 4,620                | 6,700                 | 7,900                  | 7,900                 |
| 533000                                      | Repair & Maintenance Supplies | 461                  | 7                    | 0                     | 0                      | 0                     |
| 534000                                      | Minor Equipment & Tools       | 14,715               | 4,456                | 20,246                | 14,290                 | 14,290                |
| 535000                                      | Clothing & Uniforms           | 0                    | 0                    | 0                     | 0                      | 0                     |
| 539000                                      | Other Commodities External    | 0                    | 521                  | 0                     | 0                      | 0                     |
| 541000                                      | Education                     | 5,101                | 3,468                | 8,400                 | 7,000                  | 7,000                 |
| 542000                                      | Local Travel                  | 1,785                | 1,771                | 2,500                 | 2,500                  | 2,500                 |
| 543000                                      | Out-of-Town Travel            | 0                    | 403                  | 3,000                 | 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                 | 326                  | 2,803                | 37,471                | 38,751                 | 38,751                |
| <b>Total External Materials and Service</b> |                               | 31,401               | 24,686               | 91,117                | 103,741                | 103,741               |
| <b>Internal Materials and Service</b>       |                               |                      |                      |                       |                        |                       |
| 551000                                      | Fleet Services                | 1,582                | 1,941                | 1,971                 | 6,417                  | 6,417                 |
| 552000                                      | Printing & Distribution       | 19,171               | 13,297               | 13,911                | 14,103                 | 14,103                |
| 553000                                      | Facilities Services           | 88,169               | 113,799              | 100,554               | 85,031                 | 82,629                |
| 554000                                      | Communications Services       | 12,357               | 11,873               | 12,165                | 14,248                 | 14,248                |
| 555000                                      | Data Processing Services      | 20,955               | 11,122               | 27,939                | 23,554                 | 25,956                |
| 556000                                      | Insurance                     | 46,745               | 50,663               | 11,521                | 11,936                 | 11,936                |
| 557000                                      | Master Lease                  | 0                    | 0                    | 0                     | 0                      | 0                     |
| 558000                                      | Same Fund Services            | 0                    | 0                    | 0                     | 0                      | 0                     |
| 559000                                      | Other Fund Services           | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>Total Internal Materials and Service</b> |                               | 188,979              | 202,695              | 168,061               | 155,289                | 155,289               |
| <b>Total Materials and Services</b>         |                               | 220,380              | 227,381              | 259,178               | 259,030                | 259,030               |
| <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                     |
| 568000                                      | Other Capital Expenditure     | 0                    | 0                    | 0                     | 0                      | 0                     |
| 569000                                      | Depreciation                  | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>Total Capital Outlay</b>                 |                               | 0                    | 0                    | 0                     | 0                      | 0                     |
| 573000                                      | Equipment Cash Transfers      | 0                    | 0                    | 0                     | 0                      | 0                     |
| 576000                                      | Minor Equipment Transfers     | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>TOTAL DIVISION EXPENSES</b>              |                               | \$ 1,232,651         | \$ 1,255,561         | \$ 1,436,840          | \$ 1,426,900           | \$ 1,426,900          |

**Administrative Services Division AU 346**
**FULL-TIME POSITIONS**

| Class                            | Title                           | Actual<br>FY 1997 | Actual<br>FY 1998 | Revised<br>FY 1998-99 |                   | Approved<br>FY 1999-00 |                   | Adopted<br>FY 1999-00 |                   |
|----------------------------------|---------------------------------|-------------------|-------------------|-----------------------|-------------------|------------------------|-------------------|-----------------------|-------------------|
|                                  |                                 | No.               | No.               | No.                   | Amount            | No.                    | Amount            | No.                   | Amount            |
| 510                              | Accounting Assistant            | 1                 | 2                 | 2                     | 62,390            | 3                      | 97,023            | 3                     | 97,023            |
| 926                              | Administrative Services Manager | 0                 | 0                 | 0                     | 0                 | 1                      | 65,023            | 1                     | 65,023            |
| 920                              | Administrative Supervisor I     | 1                 | 1                 | 1                     | 49,882            | 1                      | 51,729            | 1                     | 51,729            |
| 924                              | Administrative Supervisor III   | 2                 | 2                 | 2                     | 116,355           | 0                      | 0                 | 0                     | 0                 |
| 826                              | Assistant Financial Analyst     | 2                 | 2                 | 4                     | 202,459           | 4                      | 197,338           | 4                     | 197,338           |
| 514                              | Associate Accountant            | 3                 | 2                 | 2                     | 73,916            | 2                      | 76,492            | 2                     | 76,492            |
| 838                              | General Services Director       | 1                 | 1                 | 1                     | 87,675            | 1                      | 90,924            | 1                     | 90,924            |
| 953                              | Principal Mgmt Analyst          | 0                 | 0                 | 0                     | 0                 | 1                      | 60,919            | 1                     | 60,919            |
| 972                              | Program Manager III             | 1                 | 1                 | 1                     | 79,156            | 1                      | 82,079            | 1                     | 82,079            |
| 221                              | Secretarial Clerk II            | 2                 | 1                 | 1                     | 30,451            | 1                      | 24,869            | 1                     | 24,869            |
| 515                              | Senior Accountant               | 2                 | 3                 | 3                     | 122,956           | 1                      | 41,883            | 1                     | 41,883            |
| 828                              | Senior Financial Analyst        | 1                 | 1                 | 1                     | 55,326            | 1                      | 48,816            | 1                     | 48,816            |
| <b>TOTAL FULL-TIME POSITIONS</b> |                                 | <b>16</b>         | <b>16</b>         | <b>18</b>             | <b>\$ 880,566</b> | <b>17</b>              | <b>\$ 837,095</b> | <b>17</b>             | <b>\$ 837,095</b> |

# Communications Services Operating Fund – 707

## FUND SUMMARY

|   | Actual<br>FY 1996–97 | Actual<br>FY 1997–98 | Revised<br>FY 1998–99 | Yr End Est.<br>FY 1998–99 | Approved<br>FY 1999–00 | Adopted<br>FY 1999–00 |
|---|----------------------|----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| <b>RESOURCES</b>                        |                      |                      |                       |                           |                        |                       |
| <b>External Revenues</b>                |                      |                      |                       |                           |                        |                       |
| <b>Service Charges and Fees</b>         |                      |                      |                       |                           |                        |                       |
| Miscellaneous                           | 458,217              | 1,223,160            | 379,600               | 1,312,174                 | 1,360,152              | 1,360,152             |
| Rents and Reimbursements                | 58,770               | 70,325               | 963,000               | 66,516                    | 70,386                 | 70,386                |
|   | 516,987              | 1,293,485            | 1,342,600             | 1,378,690                 | 1,430,538              | 1,430,538             |
| <b>State Sources</b>                    |                      |                      |                       |                           |                        |                       |
| State Cost Sharing                      | 34,723               | 304                  | 0                     | 0                         | 0                      | 0                     |
|   | 34,723               | 304                  | 0                     | 0                         | 0                      | 0                     |
| <b>Local Sources</b>                    |                      |                      |                       |                           |                        |                       |
| Local Cost Sharing                      | 528,321              | 27,849               | 0                     | 0                         | 0                      | 0                     |
| Multnomah County Cost Sharing           | 143,811              | 51                   | 0                     | 0                         | 0                      | 0                     |
|   | 672,132              | 27,900               | 0                     | 0                         | 0                      | 0                     |
| <b>Miscellaneous Revenues</b>           |                      |                      |                       |                           |                        |                       |
| Bond and Note Sales                     | 0                    | 0                    | 762,000               | 1,400,000                 | 0                      | 0                     |
| Interest Earned                         | 222,787              | 293,436              | 200,000               | 296,020                   | 200,000                | 200,000               |
| Other Miscellaneous                     | 1,277                | 2,950                | 2,000                 | 6,100                     | 2,000                  | 2,000                 |
| Refunds                                 | 189                  | 287                  | 0                     | 0                         | 0                      | 0                     |
| Sale of Capital Assets                  | 0                    | 5,410                | 0                     | 0                         | 0                      | 0                     |
| Sales Miscellaneous                     | 33,021               | 232,242              | 2,000                 | 310,346                   | 2,000                  | 2,000                 |
|   | 257,274              | 534,325              | 966,000               | 2,012,466                 | 204,000                | 204,000               |
| <b>Total External Revenues</b>          | <b>1,481,116</b>     | <b>1,856,014</b>     | <b>2,308,600</b>      | <b>3,391,156</b>          | <b>1,634,538</b>       | <b>1,634,538</b>      |
| <b>Internal Revenues</b>                |                      |                      |                       |                           |                        |                       |
| <b>Other Cash Transfers</b>             |                      |                      |                       |                           |                        |                       |
| Computer Services Fund                  | 0                    | 0                    | 150,000               | 150,000                   | 0                      | 0                     |
| Facilities Services Fund                | 0                    | 25,000               | 25,000                | 55,000                    | 0                      | 0                     |
| General Fund                            | 150,375              | 0                    | 82,500                | 82,500                    | 0                      | 0                     |
| Printing & Distribution                 | 0                    | 10,000               | 10,000                | 10,000                    | 0                      | 0                     |
|   | 150,375              | 35,000               | 267,500               | 297,500                   | 0                      | 0                     |
| <b>Interfund Service Reimbursements</b> |                      |                      |                       |                           |                        |                       |
| City Attorney                           | 50,360               | 46,814               | 53,590                | 49,846                    | 51,912                 | 51,912                |
| City Auditor                            | 47,998               | 42,699               | 45,535                | 46,731                    | 49,568                 | 49,568                |
| Auto Port Operating Fund                | 656                  | 608                  | 0                     | 0                         | 0                      | 0                     |
| Buildings                               | 261,297              | 267,488              | 308,344               | 285,651                   | 316,093                | 316,093               |
| Cable Commission                        | 2,418                | 31,631               | 2,148                 | 1,809                     | 4,583                  | 4,583                 |
| Cable Commission/Access                 | 5,861                | 40,763               | 8,023                 | 4,934                     | 10,504                 | 10,504                |
| Commissioner of Public Affairs          | 9,910                | 8,994                | 9,869                 | 9,525                     | 9,949                  | 9,949                 |
| Commissioner of Public Safety           | 9,435                | 7,130                | 7,833                 | 7,523                     | 7,560                  | 7,560                 |
| Commissioner of Public Utilities        | 13,544               | 8,941                | 10,631                | 9,715                     | 10,842                 | 10,842                |
| Commissioner of Public Works            | 8,218                | 9,324                | 10,605                | 9,694                     | 10,213                 | 10,213                |
| Community Development                   | 13,478               | 12,744               | 14,207                | 13,063                    | 14,361                 | 14,361                |
| Emergency Communications                | 340,062              | 403,923              | 427,390               | 349,887                   | 483,358                | 483,358               |
| Energy Office                           | 8,647                | 7,438                | 8,001                 | 8,619                     | 8,742                  | 8,742                 |
| Environmental Services                  | 826,481              | 765,596              | 765,785               | 776,081                   | 765,505                | 765,505               |
| Facilities Services Fund                | 187,583              | 333,468              | 219,571               | 214,821                   | 277,832                | 277,832               |
| Finance & Administration                | 220,695              | 203,321              | 216,342               | 215,326                   | 242,823                | 242,823               |
| Fire Bureau                             | 987,733              | 761,471              | 790,208               | 839,388                   | 833,911                | 833,911               |
| Fleet Management                        | 51,697               | 36,137               | 43,637                | 37,917                    | 39,778                 | 39,778                |
| FPD&R                                   | 9,222                | 8,572                | 9,132                 | 9,161                     | 10,648                 | 10,648                |
| General Services                        | 12,357               | 11,873               | 12,165                | 12,218                    | 14,248                 | 14,248                |
| Golf Operating Fund                     | 8,686                | 8,449                | 12,517                | 9,197                     | 11,348                 | 11,348                |
| Government Relations                    | 12,729               | 8,578                | 15,000                | 9,826                     | 13,205                 | 13,205                |
| Hydropower Operating Fund               | 5,948                | 8,110                | 7,371                 | 4,996                     | 6,593                  | 6,593                 |
| Licenses                                | 33,803               | 34,232               | 39,267                | 35,748                    | 38,078                 | 38,078                |
| Mayor                                   | 29,118               | 22,835               | 26,177                | 24,206                    | 24,617                 | 24,617                |
| Metropolitan Human Rights Comm          | 4,987                | 0                    | 0                     | 0                         | 0                      | 0                     |
| Neighborhood Involvement                | 28,807               | 33,305               | 34,848                | 38,740                    | 37,327                 | 37,327                |
| Parking Facilities Fund                 | 5,849                | 5,469                | 6,489                 | 6,283                     | 6,504                  | 6,504                 |
| Parks Bureau                            | 332,451              | 328,874              | 386,915               | 369,538                   | 444,311                | 444,311               |
| Parks Capital Improvement Fund          | 19,698               | 55,645               | 15,027                | 14,723                    | 20,046                 | 20,046                |

# Communications Services Operating Fund – 707

## FUND SUMMARY

|                                       | Actual<br>FY 1996–97 | Actual<br>FY 1997–98 | Revised<br>FY 1998–99 | Yr End Est.<br>FY 1998–99 | Approved<br>FY 1999–00 | Adopted<br>FY 1999–00 |
|---------------------------------------|----------------------|----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| Parks Construction Fund               | 0                    | 0                    | 0                     | 0                         | 1,243                  | 1,243                 |
| Planning                              | 75,934               | 70,925               | 87,663                | 94,854                    | 83,254                 | 83,254                |
| Police Bureau                         | 2,291,475            | 2,228,499            | 2,409,812             | 2,460,879                 | 2,580,068              | 2,580,068             |
| Portland International Raceway        | 11,499               | 14,509               | 9,674                 | 9,483                     | 12,171                 | 12,171                |
| Portland Parks Trust                  | 321                  | 304                  | 314                   | 314                       | 325                    | 325                   |
| Printing & Distribution               | 14,167               | 28,248               | 26,237                | 25,907                    | 27,765                 | 27,765                |
| Public Safety Capital                 | 6,844                | 1                    | 0                     | 0                         | 0                      | 0                     |
| Purchase & Stores                     | 27,392               | 23,844               | 27,742                | 26,100                    | 30,248                 | 30,248                |
| Purchases & Stores Stock              | 2,704                | 1,545                | 4,001                 | 2,693                     | 0                      | 0                     |
| Refuse Disposal Fund                  | 9,845                | 10,683               | 10,768                | 10,979                    | 12,305                 | 12,305                |
| Special Appropriations                | 2,910                | 0                    | 0                     | 0                         | 0                      | 0                     |
| Transportation                        | 831,156              | 835,113              | 893,924               | 841,214                   | 892,812                | 892,812               |
| Water Bureau                          | 777,821              | 835,013              | 909,428               | 929,827                   | 993,889                | 993,889               |
|                                       | 7,601,796            | 7,563,116            | 7,886,190             | 7,817,416                 | 8,398,539              | 8,398,539             |
| <b>Equipment Cash Transfers</b>       |                      |                      |                       |                           |                        |                       |
| Emergency Communications              | 16,500               | 17,493               | 0                     | 0                         | 0                      | 0                     |
| Facilities Services Fund              | 0                    | 93,001               | 0                     | 0                         | 0                      | 0                     |
| Police Bureau                         | 91,032               | 10,000               | 107,760               | 117,760                   | 0                      | 0                     |
| Public Safety Capital Fund            | 68,814               | 0                    | 0                     | 0                         | 0                      | 0                     |
| Transportation                        | 5,646                | 0                    | 40,292                | 38,054                    | 0                      | 0                     |
| Water Bureau                          | 56,808               | 0                    | 0                     | 0                         | 0                      | 0                     |
|                                       | 238,800              | 120,494              | 148,052               | 155,814                   | 0                      | 0                     |
| <b>Minor Equipment and Tools</b>      |                      |                      |                       |                           |                        |                       |
| Transportation                        | 60,127               | 13,430               | 0                     | 2,238                     | 0                      | 0                     |
| Environmental Services                | 30,803               | 9,250                | 0                     | 0                         | 0                      | 0                     |
| Fire Bureau                           | 40,200               | 77,580               | 5,036                 | 5,036                     | 0                      | 0                     |
| Parks Bureau                          | 0                    | 9,797                | 2,274                 | 2,274                     | 0                      | 0                     |
| Police Bureau                         | 145,660              | 300,638              | 82,220                | 134,226                   | 51,000                 | 51,000                |
| Public Safety Capital Fund            | 18,577               | 0                    | 0                     | 0                         | 0                      | 0                     |
| Water Bureau                          | 30,454               | 35,153               | 11,100                | 11,100                    | 45,800                 | 45,800                |
|                                       | 325,821              | 445,848              | 100,630               | 154,874                   | 96,800                 | 96,800                |
| <b>Total Internal Revenues</b>        | 8,316,792            | 8,164,458            | 8,402,372             | 8,425,604                 | 8,495,339              | 8,495,339             |
| <b>Beginning Fund Balance</b>         | 3,255,123            | 4,574,892            | 5,468,214             | 5,468,214                 | 5,158,305              | 5,158,305             |
| <b>TOTAL RESOURCES</b>                | <b>\$ 13,053,031</b> | <b>\$ 14,595,364</b> | <b>\$ 16,179,186</b>  | <b>\$ 17,284,974</b>      | <b>\$ 15,288,182</b>   | <b>\$ 15,288,182</b>  |
| <b>REQUIREMENTS</b>                   |                      |                      |                       |                           |                        |                       |
| <b>Bureau Expenses</b>                |                      |                      |                       |                           |                        |                       |
| <b>Personal Services</b>              | 1,713,080            | 1,648,263            | 2,099,868             | 1,986,715                 | 2,318,125              | 2,318,125             |
| <b>External Materials and Service</b> | 4,518,550            | 4,995,591            | 5,995,717             | 6,224,960                 | 5,338,916              | 5,338,916             |
| Data Processing Services              | 27,987               | 32,263               | 45,680                | 48,058                    | 43,372                 | 43,627                |
| Facilities Services                   | 381,319              | 406,467              | 324,852               | 382,077                   | 335,251                | 334,996               |
| Fleet Services                        | 50,452               | 50,222               | 47,772                | 43,733                    | 56,741                 | 56,741                |
| Insurance                             | 47,801               | 47,731               | 46,586                | 46,586                    | 48,263                 | 48,263                |
| Printing & Distribution               | 8,267                | 25,908               | 16,510                | 24,233                    | 23,043                 | 23,043                |
| Auto Port Operating                   | 0                    | 2,104                | 0                     | 0                         | 0                      | 0                     |
| Finance & Administration              | 5,533                | 6,236                | 8,908                 | 8,908                     | 3,500                  | 3,500                 |
| General Services                      | 285,876              | 300,963              | 314,725               | 361,001                   | 356,558                | 356,558               |
| Parking Facilities                    | 0                    | 0                    | 3,120                 | 3,120                     | 6,240                  | 6,240                 |
|                                       | 807,235              | 871,894              | 808,153               | 917,716                   | 872,968                | 872,968               |
| <b>Capital Outlay</b>                 | 750,559              | 779,618              | 1,554,725             | 2,304,988                 | 665,000                | 665,000               |
| <b>Equipment Cash Transfers</b>       |                      |                      |                       |                           |                        |                       |
| Fleet Operating                       | 29,888               | 0                    | 0                     | 0                         | 0                      | 0                     |
|                                       | 29,888               | 0                    | 0                     | 0                         | 0                      | 0                     |
| <b>Minor Equipment Transfers</b>      |                      |                      |                       |                           |                        |                       |
| Fleet Operating                       | 0                    | 5,801                | 0                     | 0                         | 0                      | 0                     |
|                                       | 0                    | 5,801                | 0                     | 0                         | 0                      | 0                     |
| <b>Total Bureau Expenses</b>          | 7,819,312            | 8,301,167            | 10,458,463            | 11,434,379                | 9,195,009              | 9,195,009             |

|                                      | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Yr End Est.<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|--------------------------------------|----------------------|----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| <b>Fund Requirements</b>             |                      |                      |                       |                           |                        |                       |
| <b>General Operating Contingency</b> |                      |                      |                       |                           |                        |                       |
| General Operating Contingency        | 0                    | 0                    | 4,973,433             | 0                         | 5,231,696              | 5,239,932             |
| Compensation Adjustment              | 0                    | 0                    | 55,000                | 0                         | 22,889                 | 22,889                |
|                                      | 0                    | 0                    | 5,028,433             | 0                         | 5,254,585              | 5,262,821             |
| <b>General Fund Overhead</b>         | 158,023              | 200,112              | 225,900               | 225,900                   | 263,691                | 255,455               |
| <b>Fund Cash Transfers</b>           |                      |                      |                       |                           |                        |                       |
| Facilities Services                  | 0                    | 130,000              | 0                     | 0                         | 0                      | 0                     |
|                                      | 0                    | 130,000              | 0                     | 0                         | 0                      | 0                     |
| <b>Debt Retirement</b>               | 500,804              | 495,877              | 466,390               | 466,390                   | 574,897                | 574,897               |
| <b>Unappropriated Ending Balance</b> |                      |                      |                       |                           |                        |                       |
| Unappropriated Ending Balance        | 4,574,892            | 5,468,208            | 0                     | 5,158,305                 | 0                      | 0                     |
|                                      | 4,574,892            | 5,468,208            | 0                     | 5,158,305                 | 0                      | 0                     |
| <b>Total Fund Requirements</b>       | 5,233,719            | 6,294,197            | 5,720,723             | 5,850,595                 | 6,093,173              | 6,093,173             |
| <b>TOTAL REQUIREMENTS</b>            | <b>\$ 13,053,031</b> | <b>\$ 14,595,364</b> | <b>\$ 16,179,186</b>  | <b>\$ 17,284,974</b>      | <b>\$ 15,288,182</b>   | <b>\$ 15,288,182</b>  |

## FUND OVERVIEW

### Structure

The Communications Services Operating Fund operates and maintains the City's telecommunications, radio, 800 MHz radio system, and other electronic systems such as 9-1-1 dispatch, sirens, radar guns, and video systems. These systems provide service to all City bureaus and agencies as well as to a growing number of other jurisdictions in the metropolitan area. Fund activities are carried out by the Communications Services division of the Bureau of General Services.

### Budget

The FY 1999-00 budget includes operation and maintenance of all electronic and telecommunications systems, replacement of radios, telephones, and other electronic equipment, and implementation of capital projects to improve and expand services.

### Revenues

The fund's major source of revenue is service reimbursement transfers from other City bureaus. Purchase of new equipment for use by other bureaus is supported through cash transfers. In addition, non-City customers, most of whom use the 800 MHz radio system, provide funding in return for use of the radio system and maintenance of radio equipment.

## CHANGES FROM PRIOR YEAR

Communications Services has taken a proactive approach to meet the challenges of the continued expansion of the 800 MHz radio system, the fast pace of change in technology and service level expectations, increased demands for higher level engineering services, and pressures for meeting the Y2K deadline.



- 800 MHz Expansion** Increased demands on the 800 MHz radio system, from the addition of more users, to maintaining and replacing aging equipment, have resulted in the need for continued improvements to the system. In order to keep up with customer growth in radio traffic, and to secure radio frequency channels from the Federal Communications Commission, Communications Services will be adding channel capacity through expansion at its Intelligent Repeater (IR) sites. In addition to the extra channels at the IR sites, 800 MHz base stations will also be added at the main tower sites to cover increased radio traffic. Other changes will include installing generators to provide emergency backup power and cable removal and replacement.
- Wide Area Network** For FY 1999-00 the Wide Area Network (WAN) will go beyond the study phase and into actual construction. The WAN will be a high capacity communications network providing voice, video, and data transmission between major City facilities. It will employ state-of-the-art network technologies including fiber optics, wireless data systems, and fast-packet protocols. The phase to be completed in FY 1999-00 will be the construction of the downtown ring which will connect the Portland Building, Development Building, City Hall, and Justice Center.
- Engineering Program Spin Off** In prior years engineering was combined with 800 MHz Operations as a single program, but that has changed, and it will now be separate. The spin-off of engineering into a separate program is more than just a cosmetic change. It is a shift in focus from operating the 800 MHz system to an emphasis on design, testing, expansion, and quality control. Along with 800 MHz work, engineering will be expanding their technical expertise into telecommunications, wireless data systems design, and IP network interfaces. The program will provide these services to City bureaus and external bureaus and agencies.
- Management Information System Improvements** As the Year 2000 approaches, Communications Services is positioning itself to meet all foreseeable Y2K problems and is taking advantage of the opportunity to improve existing programs to better meet customer needs. The Radio Shop will begin using Comm Anywhere for work order processing. Comm Anywhere should be more user-friendly and offer greater functionality in terms of data analysis and reporting capacity than the existing order processing system. Telecommunications will streamline operations by eliminating two disparate systems and using only one, TelMaster, for work order and trouble ticket processing, and for recording and processing long distance call detail and billing. There will also be a gradual transition from a paper-oriented billing system to a more on-line, electronic file transference system providing customers with more information and the ability to manipulate that information to meet their needs.
- BOEC Call Center** The Telecommunications section will be taking a leadership role in the design and implementation of the BOEC network calling center. It will also be entering into discussions for the implementation of a new series of cellular and line service contracts. Telecomm will continue to utilize the latest technical innovations for all wiring and cabling projects.



# Communications Services Operating Fund – 707

## DEBT REDEMPTION SCHEDULE

| Bond Description  | Amount<br>Issued | Fiscal Year | Principal    | Coupon    | Interest     | Total P+I    |
|---|------------------|-------------|--------------|-----------|--------------|--------------|
| Series 1993 B<br>Full Faith and Credit<br>08/15/93<br>Due 4/1 | 4,120,000        | 1999/00     | 185,000      | 3.90%     | 152,540      | 337,540      |
|   |                  | 2000/01     | 190,000      | 4.00%     | 145,325      | 335,325      |
|   |                  | 2001/02     | 200,000      | 4.10%     | 137,725      | 337,725      |
|   |                  | 2002/03     | 210,000      | 4.15%     | 129,525      | 339,525      |
|   |                  | 2003/04     | 215,000      | 4.25%     | 120,810      | 335,810      |
|   |                  | 2004/05     | 225,000      | 4.35%     | 111,673      | 336,673      |
|   |                  | 2005/06     | 235,000      | 4.45%     | 101,885      | 336,885      |
|   |                  | 2006/07     | 245,000      | 4.55%     | 91,428       | 336,428      |
|   |                  | 2007/08     | 260,000      | 4.55%     | 80,280       | 340,280      |
|   |                  | 2008/09     | 270,000      | 4.63%     | 68,450       | 338,450      |
|   |                  | 2009/10     | 280,000      | 4.63%     | 55,963       | 335,963      |
|   |                  | 2010/11     | 295,000      | 4.63%     | 43,013       | 338,013      |
|   |                  | 2011/12     | 310,000      | 4.63%     | 29,369       | 339,369      |
|   |                  | 2012/13     | 325,000      | 4.63%     | 15,031       | 340,031      |
|   | TOTAL            | 3,445,000   |              | 1,283,015 | 4,728,015    |              |
| 1996 Series A<br>Limited Tax Revenue<br>06/01/96<br>Due 6/1   | 1,001,462        | 1999/00     | 44,033       | 9.13%     | 47,324       | 91,357       |
|   |                  | 2000/01     | 47,957       | 4.60%     | 43,306       | 91,262       |
|   |                  | 2001/02     | 50,073       | 4.70%     | 41,100       | 91,172       |
|   |                  | 2002/03     | 52,591       | 4.80%     | 38,746       | 91,337       |
|   |                  | 2003/04     | 55,133       | 4.90%     | 36,222       | 91,354       |
|   |                  | 2004/05     | 57,518       | 5.00%     | 33,520       | 91,039       |
|   |                  | 2005/06     | 60,476       | 5.10%     | 30,644       | 91,120       |
|   |                  | 2006/07     | 63,645       | 5.20%     | 27,560       | 91,205       |
|   |                  | 2007/08     | 66,845       | 5.25%     | 24,251       | 91,096       |
|   |                  | 2008/09     | 70,439       | 5.25%     | 20,741       | 91,180       |
|   |                  | 2009/10     | 74,059       | 5.25%     | 17,043       | 91,102       |
|   |                  | 2010/11     | 77,888       | 5.25%     | 13,155       | 91,043       |
|   |                  | 2011/12     | 82,110       | 5.38%     | 9,066        | 91,176       |
|   |                  | 2012/13     | 86,560       | 5.38%     | 4,725        | 91,284       |
|   | TOTAL            | 889,325     |              | 387,403   | 1,276,728    |              |
| COMBINED DEBT SERVICE   | 5,121,462        | 1999/00     | 229,033      |           | 199,864      | 428,897      |
|   |                  | 2000/01     | 237,957      |           | 188,631      | 426,587      |
|   |                  | 2001/02     | 250,073      |           | 178,825      | 428,897      |
|   |                  | 2002/03     | 262,591      |           | 168,271      | 430,862      |
|   |                  | 2003/04     | 270,133      |           | 157,032      | 427,164      |
|   |                  | 2004/05     | 282,518      |           | 145,193      | 427,711      |
|   |                  | 2005/06     | 295,476      |           | 132,529      | 428,005      |
|   |                  | 2006/07     | 308,645      |           | 118,988      | 427,632      |
|   |                  | 2007/08     | 326,845      |           | 104,531      | 431,376      |
|   |                  | 2008/09     | 340,439      |           | 89,191       | 429,630      |
|   |                  | 2009/10     | 354,059      |           | 73,006       | 427,064      |
|   |                  | 2010/11     | 372,888      |           | 56,168       | 429,056      |
|   |                  | 2011/12     | 392,110      |           | 38,435       | 430,545      |
|   |                  | 2012/13     | 411,560      |           | 19,756       | 431,315      |
| TOTAL FUND DEBT SERVICE                                       |                  |             | \$ 4,334,325 |           | \$ 1,670,418 | \$ 6,004,743 |

# Print/Dist Services Operating Fund – 706

## FUND SUMMARY

|   | Actual<br>FY 1996–97 | Actual<br>FY 1997–98 | Revised<br>FY 1998–99 | Yr End Est.<br>FY 1998–99 | Approved<br>FY 1999–00 | Adopted<br>FY 1999–00 |
|---|----------------------|----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| <b>RESOURCES</b>                        |                      |                      |                       |                           |                        |                       |
| <b>External Revenues</b>                |                      |                      |                       |                           |                        |                       |
| <b>Service Charges and Fees</b>         |                      |                      |                       |                           |                        |                       |
| Miscellaneous                           | 156,511              | 193,811              | 253,764               | 172,000                   | 80,250                 | 80,250                |
|   | 156,511              | 193,811              | 253,764               | 172,000                   | 80,250                 | 80,250                |
| <b>Local Sources</b>                    |                      |                      |                       |                           |                        |                       |
| Local Cost Sharing                      | 115,952              | 107,758              | 140,000               | 300,000                   | 1,180,196              | 1,180,196             |
| Multnomah County Cost Sharing           | 934,892              | 971,158              | 981,365               | 1,000,000                 | 300,000                | 300,000               |
|   | 1,050,844            | 1,078,916            | 1,121,365             | 1,300,000                 | 1,480,196              | 1,480,196             |
| <b>Miscellaneous Revenues</b>           |                      |                      |                       |                           |                        |                       |
| Interest Earned                         | 52,330               | 51,935               | 40,000                | 37,000                    | 40,000                 | 40,000                |
| Other Miscellaneous                     | 6,880                | 6,044                | 0                     | 0                         | 0                      | 0                     |
|   | 59,210               | 57,979               | 40,000                | 37,000                    | 40,000                 | 40,000                |
| <b>Total External Revenues</b>          | <b>1,266,565</b>     | <b>1,330,706</b>     | <b>1,415,129</b>      | <b>1,509,000</b>          | <b>1,600,446</b>       | <b>1,600,446</b>      |
| <b>Internal Revenues</b>                |                      |                      |                       |                           |                        |                       |
| <b>Other Cash Transfers</b>             |                      |                      |                       |                           |                        |                       |
| Auto Port Fund                          | 8,000                | 0                    | 0                     | 0                         | 0                      | 0                     |
|   | 8,000                | 0                    | 0                     | 0                         | 0                      | 0                     |
| <b>Interfund Service Reimbursements</b> |                      |                      |                       |                           |                        |                       |
| Arena Operating                         | 0                    | 0                    | 15,000                | 14,000                    | 0                      | 0                     |
| City Attorney                           | 43,536               | 45,546               | 46,797                | 0                         | 50,942                 | 50,942                |
| City Auditor                            | 111,093              | 110,357              | 101,372               | 0                         | 104,205                | 104,205               |
| Auto Port Operating Fund                | 7                    | 0                    | 0                     | 0                         | 0                      | 0                     |
| Buildings                               | 374,748              | 354,423              | 401,447               | 379,000                   | 378,296                | 378,296               |
| Cable Commission                        | 1,101                | 870                  | 1,113                 | 0                         | 2,558                  | 2,558                 |
| Cable Commission/Access                 | 8,745                | 6,934                | 12,376                | 12,000                    | 10,427                 | 10,427                |
| Commissioner of Public Affairs          | 5,922                | 5,226                | 7,006                 | 0                         | 7,462                  | 7,462                 |
| Commissioner of Public Safety           | 11,760               | 10,380               | 10,590                | 0                         | 7,587                  | 7,587                 |
| Commissioner of Public Utilities        | 10,807               | 12,527               | 8,896                 | 0                         | 9,879                  | 9,879                 |
| Commissioner of Public Works            | 8,458                | 6,100                | 7,492                 | 0                         | 8,195                  | 8,195                 |
| Communications Services                 | 8,267                | 25,907               | 16,510                | 16,000                    | 23,043                 | 23,043                |
| Community Development                   | 23,181               | 22,855               | 28,486                | 0                         | 30,134                 | 30,134                |
| Emergency Communications                | 19,955               | 31,970               | 35,712                | 34,000                    | 37,033                 | 37,033                |
| Energy Office                           | 17,085               | 10,961               | 10,758                | 0                         | 17,062                 | 17,062                |
| Environmental Remediation               | 6                    | 0                    | 0                     | 0                         | 0                      | 0                     |
| Environmental Services                  | 478,000              | 574,512              | 634,479               | 599,000                   | 658,086                | 658,086               |
| Facilities Services Fund                | 66,116               | 43,080               | 51,767                | 49,000                    | 52,344                 | 52,344                |
| Finance & Administration                | 377,379              | 298,383              | 405,773               | 0                         | 385,215                | 385,215               |
| Fire Bureau                             | 119,947              | 106,259              | 133,858               | 0                         | 148,687                | 148,687               |
| Fleet Management                        | 21,042               | 22,282               | 24,094                | 23,000                    | 20,811                 | 20,811                |
| FPD&R                                   | 21,920               | 22,954               | 22,778                | 22,000                    | 30,184                 | 30,184                |
| General Services                        | 19,171               | 13,297               | 13,911                | 0                         | 14,103                 | 14,103                |
| Golf Operating Fund                     | 4,373                | 1,113                | 8,810                 | 8,000                     | 4,470                  | 4,470                 |
| Government Relations                    | 3,180                | 2,393                | 3,008                 | 0                         | 4,042                  | 4,042                 |
| Hydropower Operating Fund               | 2,229                | 2,842                | 2,941                 | 3,000                     | 3,695                  | 3,695                 |
| Licenses                                | 79,897               | 65,974               | 65,283                | 0                         | 72,446                 | 72,446                |
| Mayor                                   | 34,002               | 24,338               | 23,664                | 0                         | 41,934                 | 29,854                |
| Metropolitan Human Rights Comm          | 10,688               | 0                    | 0                     | 0                         | 0                      | 0                     |
| Neighborhood Involvement                | 57,138               | 77,485               | 66,420                | 0                         | 66,537                 | 66,537                |
| Parking Facilities Fund                 | 327                  | 233                  | 0                     | 0                         | 0                      | 0                     |
| Parks Bureau                            | 603,590              | 475,566              | 924,918               | 0                         | 697,220                | 697,220               |
| Parks Capital Improvement Fund          | 84,762               | 42,909               | 53,103                | 50,000                    | 23,625                 | 23,625                |
| Parks Construction Fund                 | 0                    | 0                    | 0                     | 0                         | 7,057                  | 7,057                 |
| Planning                                | 294,851              | 273,846              | 317,663               | 0                         | 326,147                | 326,147               |
| Police Bureau                           | 384,549              | 378,746              | 412,095               | 2,480,000                 | 453,478                | 453,478               |
| Portland International Raceway          | 1,894                | 539                  | 1,414                 | 1,000                     | 1,385                  | 1,385                 |
| Portland Parks Trust                    | 0                    | 605                  | 0                     | 0                         | 0                      | 0                     |
| Purchase & Stores                       | 57,347               | 58,934               | 43,745                | 0                         | 65,013                 | 65,013                |
| Refuse Disposal Fund                    | 52,928               | 45,046               | 89,688                | 85,000                    | 96,443                 | 96,443                |
| Sewage Construction Fund                | 3,832                | 3,964                | 0                     | 0                         | 0                      | 0                     |

# Print/Dist Services Operating Fund – 706

## FUND SUMMARY

|                                       | Actual<br>FY 1996–97 | Actual<br>FY 1997–98 | Revised<br>FY 1998–99 | Yr End Est.<br>FY 1998–99 | Approved<br>FY 1999–00 | Adopted<br>FY 1999–00 |
|---------------------------------------|----------------------|----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| Special Appropriations                | 26,410               | 17,787               | 3,079                 | 0                         | 3,500                  | 3,500                 |
| Transportation                        | 391,605              | 389,376              | 434,684               | 410,000                   | 452,428                | 452,428               |
| Water Bureau                          | 703,056              | 728,247              | 930,745               | 879,000                   | 1,014,797              | 1,014,797             |
|                                       | 4,544,904            | 4,314,766            | 5,371,475             | 5,064,000                 | 5,330,470              | 5,318,390             |
| <b>Equipment Cash Transfers</b>       |                      |                      |                       |                           |                        |                       |
| City Attorney                         | 0                    | 1,200                | 0                     | 0                         | 0                      | 0                     |
| City Auditor                          | 0                    | 4,700                | 0                     | 0                         | 0                      | 0                     |
| Buildings                             | 8,000                | 12,500               | 6,030                 | 6,000                     | 0                      | 0                     |
| Emergency Communications              | 15,000               | 0                    | 0                     | 0                         | 0                      | 0                     |
| Environmental Services                | 0                    | 12,300               | 0                     | 0                         | 0                      | 0                     |
| Finance & Administration              | 0                    | 2,500                | 0                     | 0                         | 0                      | 0                     |
| Fire Bureau                           | 15,000               | 0                    | 0                     | 0                         | 0                      | 0                     |
| Fleet Management                      | 9,200                | 0                    | 0                     | 0                         | 0                      | 0                     |
| FPD&R                                 | 10,000               | 0                    | 0                     | 0                         | 0                      | 0                     |
| Neighborhood Involvement              | 0                    | 8,376                | 0                     | 0                         | 0                      | 0                     |
| Parks Bond Construction               | 0                    | 5,758                | 0                     | 0                         | 0                      | 0                     |
| Parks Bureau                          | 0                    | 1,300                | 0                     | 0                         | 0                      | 0                     |
| Police Bureau                         | 18,000               | 12,500               | 0                     | 500                       | 0                      | 0                     |
| Purchases & Stores                    | 4,000                | 0                    | 0                     | 0                         | 0                      | 0                     |
| Special Appropriations                | 0                    | 2,344                | 0                     | 0                         | 0                      | 0                     |
| Transportation                        | 14,000               | 0                    | 0                     | 0                         | 0                      | 0                     |
| Water Bureau                          | 0                    | 5,000                | 15,360                | 21,500                    | 0                      | 0                     |
|                                       | 93,200               | 68,478               | 21,390                | 28,000                    | 0                      | 0                     |
| <b>Minor Equipment and Tools</b>      |                      |                      |                       |                           |                        |                       |
| Licenses                              | 1,035                | 0                    | 0                     | 0                         | 0                      | 0                     |
| Fleet Management                      | 0                    | 2,070                | 0                     | 0                         | 0                      | 0                     |
| City Auditor                          | 6,400                | 0                    | 0                     | 0                         | 0                      | 0                     |
| Commissioner of Public Affairs        | 3,500                | 0                    | 0                     | 0                         | 0                      | 0                     |
| Environmental Services                | 13,000               | 3,700                | 0                     | 0                         | 0                      | 0                     |
| Fire Bureau                           | 500                  | 0                    | 0                     | 0                         | 0                      | 0                     |
| Finance & Administration              | 2,200                | 0                    | 0                     | 0                         | 0                      | 0                     |
| Neighborhood Involvement              | 0                    | 1,850                | 0                     | 0                         | 0                      | 0                     |
| Parks Bureau                          | 800                  | 0                    | 500                   | 0                         | 0                      | 0                     |
| Police Bureau                         | 8,500                | 6,220                | 0                     | 0                         | 0                      | 0                     |
| Water Bureau                          | 2,030                | 0                    | 6,000                 | 0                         | 3,000                  | 3,000                 |
|                                       | 37,965               | 13,840               | 6,500                 | 0                         | 3,000                  | 3,000                 |
| <b>Total Internal Revenues</b>        | 4,684,069            | 4,397,084            | 5,399,365             | 5,092,000                 | 5,333,470              | 5,321,390             |
| <b>Beginning Fund Balance</b>         | 1,022,589            | 869,593              | 976,724               | 977,000                   | 724,000                | 724,000               |
| <b>TOTAL RESOURCES</b>                | <b>\$ 6,973,223</b>  | <b>\$ 6,597,383</b>  | <b>\$ 7,791,218</b>   | <b>\$ 7,578,000</b>       | <b>\$ 7,657,916</b>    | <b>\$ 7,645,836</b>   |
| <b>REQUIREMENTS</b>                   |                      |                      |                       |                           |                        |                       |
| <b>Bureau Expenses</b>                |                      |                      |                       |                           |                        |                       |
| <b>Personal Services</b>              | 1,572,609            | 1,561,234            | 1,586,656             | 1,556,000                 | 1,713,517              | 1,713,517             |
| <b>External Materials and Service</b> | 3,255,982            | 3,050,699            | 3,900,731             | 3,778,000                 | 3,961,034              | 3,948,954             |
| Communications Services               | 14,167               | 28,248               | 26,237                | 24,000                    | 27,765                 | 27,765                |
| Data Processing Services              | 44,257               | 65,979               | 131,844               | 119,000                   | 142,991                | 145,473               |
| Facilities Services                   | 123,690              | 120,663              | 135,875               | 123,000                   | 217,376                | 214,894               |
| Fleet Services                        | 41,898               | 29,325               | 39,467                | 36,000                    | 41,928                 | 41,928                |
| Insurance                             | 42,992               | 37,139               | 37,410                | 34,000                    | 38,757                 | 38,757                |
| Auto Port Operating                   | 10,080               | 10,080               | 0                     | 0                         | 0                      | 0                     |
| Finance & Administration              | 933                  | 583                  | 607                   | 0                         | 641                    | 641                   |
| General Services                      | 150,677              | 137,254              | 141,311               | 128,000                   | 175,165                | 175,165               |
| Parking Facilities                    | 0                    | 0                    | 10,920                | 10,000                    | 10,920                 | 10,920                |
|                                       | 428,694              | 429,271              | 523,671               | 474,000                   | 655,543                | 655,543               |
| <b>Capital Outlay</b>                 | 654,023              | 394,777              | 491,390               | 784,000                   | 409,000                | 409,000               |
| <b>Total Bureau Expenses</b>          | 5,911,308            | 5,435,981            | 6,502,448             | 6,592,000                 | 6,739,094              | 6,727,014             |
| <b>Fund Requirements</b>              |                      |                      |                       |                           |                        |                       |
| <b>General Operating Contingency</b>  |                      |                      |                       |                           |                        |                       |
| General Operating Contingency         | 0                    | 0                    | 1,011,128             | 0                         | 628,829                | 629,662               |

|                                      | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Yr End Est.<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|--------------------------------------|----------------------|----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| Compensation Adjustment              | 0                    | 0                    | 48,068                | 0                         | 23,230                 | 23,230                |
|                                      | 0                    | 0                    | 1,059,196             | 0                         | 652,059                | 652,892               |
| <b>General Fund Overhead</b>         | 192,317              | 174,675              | 219,574               | 252,000                   | 266,763                | 265,930               |
| <b>Fund Cash Transfers</b>           |                      |                      |                       |                           |                        |                       |
| Communication Services               | 0                    | 10,000               | 10,000                | 10,000                    | 0                      | 0                     |
|                                      | 0                    | 10,000               | 10,000                | 10,000                    | 0                      | 0                     |
| <b>Unappropriated Ending Balance</b> |                      |                      |                       |                           |                        |                       |
| Unappropriated Ending Balance        | 869,598              | 976,727              | 0                     | 724,000                   | 0                      | 0                     |
|                                      | 869,598              | 976,727              | 0                     | 724,000                   | 0                      | 0                     |
| <b>Total Fund Requirements</b>       | 1,061,915            | 1,161,402            | 1,288,770             | 986,000                   | 918,822                | 918,822               |
| <b>TOTAL REQUIREMENTS</b>            | <b>\$ 6,973,223</b>  | <b>\$ 6,597,383</b>  | <b>\$ 7,791,218</b>   | <b>\$ 7,578,000</b>       | <b>\$ 7,657,916</b>    | <b>\$ 7,645,836</b>   |

## FUND OVERVIEW

The Printing/Distribution Services division of the Bureau of General Services provides support services to all City bureaus, Multnomah County, and other governmental agencies. These services include traditional printing and binding, electronic printing and pre-press services, microfilming, copy machines and xerography, mail processing, inserting and addressing, and delivering of interoffice mail and supplies. While a majority of the services are provided by in-house personnel, approximately 30% of the reproduction work is performed by outside vendors.

## Revenues

The Printing/Distribution Fund accounts for all revenues of the division. The main source of revenue is from service reimbursement transfers from other City bureaus and funds which total \$5,333,470 for FY 1999-00. This is 1% lower than the FY 1998-99 Revised Budget. Multnomah County contracts with Printing/Distribution for printing services and is expected to pay \$1,180,196 in FY 1999-00.

# Facilities Services Fund – 704

## FUND SUMMARY

|   | Actual<br>FY 1996–97 | Actual<br>FY 1997–98 | Revised<br>FY 1998–99 | Yr End Est.<br>FY 1998–99 | Approved<br>FY 1999–00 | Adopted<br>FY 1999–00 |
|---|----------------------|----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| <b>RESOURCES</b>                        |                      |                      |                       |                           |                        |                       |
| <b>External Revenues</b>                |                      |                      |                       |                           |                        |                       |
| <b>Service Charges and Fees</b>         |                      |                      |                       |                           |                        |                       |
| Miscellaneous                           | 11,054               | 64,511               | 0                     | 0                         | 0                      | 0                     |
| Parking Fees                            | 199,153              | 221,951              | 185,400               | 238,000                   | 206,000                | 206,000               |
| Rents and Reimbursements                | 164,444              | 161,480              | 257,344               | 298,000                   | 1,071,480              | 1,071,480             |
|   | 374,651              | 447,942              | 442,744               | 536,000                   | 1,277,480              | 1,277,480             |
| <b>State Sources</b>                    |                      |                      |                       |                           |                        |                       |
| State Cost Sharing                      | 70,652               | 115,237              | 148,782               | 149,000                   | 150,948                | 150,948               |
|   | 70,652               | 115,237              | 148,782               | 149,000                   | 150,948                | 150,948               |
| <b>Local Sources</b>                    |                      |                      |                       |                           |                        |                       |
| Local Cost Sharing                      | 175,058              | 1,717                | 1,034,000             | 1,034,000                 | 736,332                | 696,334               |
| Multnomah County Cost Sharing           | 1,165,377            | 676,279              | 694,380               | 694,000                   | 708,805                | 708,805               |
|   | 1,340,435            | 677,996              | 1,728,380             | 1,728,000                 | 1,445,137              | 1,405,139             |
| <b>Miscellaneous Revenues</b>           |                      |                      |                       |                           |                        |                       |
| Bond and Note Sales                     | 237,445              | 28,956,048           | 672,000               | 3,395,000                 | 903,000                | 903,000               |
| Interest Earned                         | 1,400,137            | 910,860              | 119,000               | 720,000                   | 115,000                | 115,000               |
| Other Miscellaneous                     | 173,259              | 195,588              | 88,000                | 88,000                    | 90,700                 | 90,700                |
| Private Grants/Donations                | 0                    | 40,000               | 0                     | 0                         | 0                      | 0                     |
| Refunds                                 | 0                    | 37                   | 0                     | 0                         | 0                      | 0                     |
|   | 1,810,841            | 30,102,533           | 879,000               | 4,203,000                 | 1,108,700              | 1,108,700             |
| <b>Total External Revenues</b>          | <b>3,596,579</b>     | <b>31,343,708</b>    | <b>3,198,906</b>      | <b>6,616,000</b>          | <b>3,982,265</b>       | <b>3,942,267</b>      |
| <b>Internal Revenues</b>                |                      |                      |                       |                           |                        |                       |
| <b>Other Cash Transfers</b>             |                      |                      |                       |                           |                        |                       |
| Communication Services Fund             | 0                    | 130,000              | 0                     | 0                         | 0                      | 0                     |
| General Fund                            | 3,064,478            | 3,455,533            | 3,261,545             | 3,262,000                 | 3,262,686              | 3,262,686             |
| Transportation Construction Fund        | 0                    | 0                    | 0                     | 0                         | 0                      | 1,328,000             |
|   | 3,064,478            | 3,585,533            | 3,261,545             | 3,262,000                 | 3,262,686              | 4,590,686             |
| <b>Interfund Service Reimbursements</b> |                      |                      |                       |                           |                        |                       |
| Arena Operating                         | 3,855                | 1,185                | 5,953                 | 6,000                     | 6,219                  | 6,219                 |
| City Attorney                           | 140,911              | 132,240              | 171,164               | 0                         | 183,148                | 183,148               |
| City Auditor                            | 186,683              | 202,955              | 246,324               | 0                         | 303,482                | 298,874               |
| Auto Port Operating Fund                | 161,012              | 440,041              | 0                     | 0                         | 0                      | 0                     |
| BFRES Facilities GO Bond Const          | 0                    | 0                    | 0                     | 0                         | 1,023,560              | 1,023,560             |
| Buildings                               | 497,725              | 560,414              | 668,333               | 668,000                   | 1,817,909              | 1,742,711             |
| Cable Commission                        | 11,450               | 10,845               | 10,158                | 0                         | 11,538                 | 11,283                |
| Cable Commission/Access                 | 14,626               | 14,873               | 15,515                | 16,000                    | 17,763                 | 17,378                |
| Commissioner of Public Affairs          | 51,082               | 48,767               | 47,537                | 0                         | 50,861                 | 50,861                |
| Commissioner of Public Safety           | 48,936               | 48,785               | 44,106                | 0                         | 47,200                 | 47,200                |
| Commissioner of Public Utilities        | 56,369               | 48,876               | 47,161                | 0                         | 50,472                 | 50,472                |
| Commissioner of Public Works            | 54,246               | 48,772               | 43,633                | 0                         | 46,707                 | 46,707                |
| Communications Services                 | 381,320              | 406,466              | 324,852               | 325,000                   | 335,251                | 334,996               |
| Community Development                   | 427                  | 197                  | 912                   | 0                         | 171,803                | 163,966               |
| Emergency Communications                | 268,673              | 236,801              | 257,928               | 258,000                   | 267,048                | 267,048               |
| Energy Office                           | 31,338               | 31,520               | 32,717                | 0                         | 34,775                 | 34,113                |
| Environmental Remediation               | 224,582              | 143,616              | 125,535               | 126,000                   | 118,955                | 118,955               |
| Environmental Services                  | 1,167,297            | 1,898,335            | 1,236,465             | 1,236,000                 | 1,221,869              | 1,195,829             |
| Finance & Administration                | 1,102,465            | 944,591              | 1,164,964             | 0                         | 1,598,086              | 1,564,891             |
| Fire Bureau                             | 41,766               | 55,175               | 40,117                | 0                         | 40,416                 | 40,416                |
| Fleet Management                        | 591,183              | 195,059              | 724,032               | 724,000                   | 285,970                | 285,970               |
| General Services                        | 88,169               | 113,799              | 100,554               | 0                         | 85,031                 | 82,629                |
| Golf Operating Fund                     | 184                  | 0                    | 0                     | 0                         | 0                      | 0                     |
| Government Relations                    | 15,824               | 15,100               | 24,428                | 0                         | 26,140                 | 26,140                |
| Hydropower Operating Fund               | 19                   | 0                    | 0                     | 0                         | 0                      | 0                     |
| Licenses                                | 111,702              | 128,086              | 156,115               | 0                         | 314,203                | 299,982               |
| Mayor                                   | 53,317               | 49,859               | 103,343               | 0                         | 110,432                | 110,432               |
| Metropolitan Human Rights Comm          | 26,302               | 0                    | 0                     | 0                         | 0                      | 0                     |
| Neighborhood Involvement                | 59,194               | 88,214               | 139,583               | 0                         | 105,849                | 104,981               |
| Parking Facilities Fund                 | 1,012,204            | 1,372,160            | 2,228,384             | 2,228,000                 | 1,908,308              | 1,908,308             |
| Parks Bureau                            | 335,819              | 344,889              | 357,644               | 0                         | 385,293                | 373,525               |

|                                  | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Yr End Est.<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|----------------------------------|----------------------|----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| Parks Capital Improvement Fund   | 260                  | 130                  | 0                     | 0                         | 0                      | 0                     |
| Planning                         | 421,704              | 361,001              | 369,226               | 0                         | 870,993                | 989,738               |
| Police Bureau                    | 5,504,329            | 4,669,476            | 5,189,396             | 8,345,000                 | 5,119,877              | 5,119,877             |
| Printing & Distribution          | 123,691              | 120,663              | 135,875               | 136,000                   | 217,376                | 214,894               |
| Purchase & Stores                | 109,197              | 99,416               | 90,222                | 0                         | 97,792                 | 94,877                |
| Refuse Disposal Fund             | 20,893               | 18,947               | 20,016                | 20,000                    | 25,348                 | 24,763                |
| Special Appropriations           | 1,636                | 1,663                | 1,706                 | 0                         | 1,779                  | 1,779                 |
| Transportation                   | 1,308,128            | 1,343,084            | 1,253,251             | 1,253,000                 | 1,917,825              | 1,880,370             |
| Water Bureau                     | 806,251              | 1,443,358            | 1,307,926             | 1,308,000                 | 1,346,522              | 1,375,914             |
|                                  | 15,034,769           | 15,639,358           | 16,685,075            | 16,649,000                | 20,165,800             | 20,092,806            |
| <b>Equipment Cash Transfers</b>  |                      |                      |                       |                           |                        |                       |
| City Attorney                    | 0                    | 8,000                | 0                     | 0                         | 0                      | 0                     |
| Emergency Communications         | 0                    | 0                    | 0                     | 60,000                    | 0                      | 0                     |
| Fire Bureau                      | 45,825               | 0                    | 0                     | 0                         | 0                      | 0                     |
| Fire Facilities Bond Constrctn   | 0                    | 0                    | 0                     | 0                         | 1,328,000              | 0                     |
| Parking Facilities Operatng Fund | 55                   | 0                    | 0                     | 0                         | 0                      | 0                     |
| Police Bureau                    | 45,000               | 300,000              | 0                     | 0                         | 0                      | 0                     |
| Public Safety Capital Fund       | 0                    | 0                    | 60,000                | 0                         | 0                      | 0                     |
|                                  | 90,880               | 308,000              | 60,000                | 60,000                    | 1,328,000              | 0                     |
| <b>Total Internal Revenues</b>   | 18,190,127           | 19,532,891           | 20,006,620            | 19,971,000                | 24,756,486             | 24,683,492            |
| <b>Beginning Fund Balance</b>    | 29,036,697           | 16,442,382           | 32,778,000            | 29,934,000                | 6,177,000              | 6,177,000             |
| <b>TOTAL RESOURCES</b>           | <b>\$ 50,823,403</b> | <b>\$ 67,318,981</b> | <b>\$ 55,983,526</b>  | <b>\$ 56,521,000</b>      | <b>\$ 34,915,751</b>   | <b>\$ 34,802,759</b>  |

**REQUIREMENTS**

|                                       |            |            |            |            |            |            |
|---------------------------------------|------------|------------|------------|------------|------------|------------|
| <b>Bureau Expenses</b>                |            |            |            |            |            |            |
| <b>Personal Services</b>              | 1,745,897  | 1,952,231  | 2,204,281  | 2,204,000  | 2,349,451  | 2,349,451  |
| <b>External Materials and Service</b> | 9,307,376  | 11,816,161 | 10,199,996 | 10,654,000 | 12,919,069 | 12,954,929 |
| Communications Services               | 187,584    | 333,467    | 219,571    | 220,000    | 277,832    | 277,832    |
| Data Processing Services              | 21,566     | 33,782     | 66,163     | 66,000     | 59,175     | 69,218     |
| Fleet Services                        | 43,590     | 40,629     | 47,735     | 48,000     | 49,291     | 49,291     |
| Insurance                             | 90,267     | 95,327     | 89,419     | 90,000     | 92,638     | 92,638     |
| Printing & Distribution               | 66,116     | 43,081     | 51,767     | 52,000     | 52,344     | 52,344     |
| Auto Port Operating                   | 125,177    | 125,842    | 0          | 0          | 0          | 0          |
| Energy Office                         | 6,067      | 6,512      | 6,335      | 0          | 8,936      | 8,936      |
| Environmental Services                | 1,800      | 0          | 0          | 0          | 0          | 0          |
| Finance & Administration              | 40,298     | 41,818     | 65,065     | 0          | 68,952     | 68,952     |
| General Services                      | 404,002    | 346,156    | 397,063    | 549,000    | 374,055    | 374,055    |
| Parking Facilities                    | 134,067    | 2,216      | 127,324    | 127,000    | 131,152    | 131,152    |
| Parks Bureau                          | 46,260     | 57,685     | 81,196     | 0          | 85,157     | 85,157     |
| Transportation                        | 8,349      | 1,735      | 0          | 0          | 0          | 0          |
| Water Bureau                          | 6,398      | 0          | 500        | 0          | 0          | 0          |
|                                       | 1,181,541  | 1,128,250  | 1,152,138  | 1,152,000  | 1,199,532  | 1,209,575  |
| <b>Capital Outlay</b>                 | 14,217,387 | 14,117,271 | 27,167,053 | 27,621,000 | 1,756,390  | 1,756,390  |
| <b>Equipment Cash Transfers</b>       |            |            |            |            |            |            |
| Communications Services               | 0          | 93,001     | 0          | 0          | 0          | 0          |
|                                       | 0          | 93,001     | 0          | 0          | 0          | 0          |
| <b>Total Bureau Expenses</b>          | 26,452,201 | 29,106,914 | 40,723,468 | 41,631,000 | 18,224,442 | 18,270,345 |
| <b>Fund Requirements</b>              |            |            |            |            |            |            |
| <b>General Operating Contingency</b>  |            |            |            |            |            |            |
| General Operating Contingency         | 0          | 0          | 6,483,203  | 0          | 5,918,490  | 5,752,314  |
| Compensation Adjustment               | 0          | 0          | 63,867     | 0          | 28,450     | 28,450     |
|                                       | 0          | 0          | 6,547,070  | 0          | 5,946,940  | 5,780,764  |
| <b>General Fund Overhead</b>          | 631,301    | 634,209    | 602,819    | 755,000    | 775,751    | 783,032    |
| <b>Fund Cash Transfers</b>            |            |            |            |            |            |            |
| Communication Services                | 0          | 25,000     | 25,000     | 25,000     | 0          | 0          |
| General Fund                          | 0          | 0          | 152,533    | 0          | 0          | 0          |
| Transportation Operating              | 0          | 0          | 347,000    | 347,000    | 0          | 0          |
|                                       | 0          | 25,000     | 524,533    | 372,000    | 0          | 0          |

|                                      | Actual<br>FY 1996–97 | Actual<br>FY 1997–98 | Revised<br>FY 1998–99 | Yr End Est.<br>FY 1998–99 | Approved<br>FY 1999–00 | Adopted<br>FY 1999–00 |
|--------------------------------------|----------------------|----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| <b>Debt Retirement</b>               | 7,342,521            | 7,554,075            | 7,585,636             | 7,586,000                 | 9,968,618              | 9,968,618             |
| <b>Unappropriated Ending Balance</b> |                      |                      |                       |                           |                        |                       |
| Unappropriated Ending Balance        | 16,442,380           | 29,998,783           | 0                     | 6,177,000                 | 0                      | 0                     |
|                                      | 16,442,380           | 29,998,783           | 0                     | 6,177,000                 | 0                      | 0                     |
| <b>Total Fund Requirements</b>       | 24,416,202           | 38,212,067           | 15,260,058            | 14,890,000                | 16,691,309             | 16,532,414            |
| <b>TOTAL REQUIREMENTS</b>            | <b>\$ 50,868,403</b> | <b>\$ 67,318,981</b> | <b>\$ 55,983,526</b>  | <b>\$ 56,521,000</b>      | <b>\$ 34,915,751</b>   | <b>\$ 34,802,759</b>  |

## FUND OVERVIEW

### History

The Facilities Services Fund was created in FY 1990-91 to account for all of the facilities related programs managed by the Bureau of General Services. The fund is self-sufficient and, therefore, requires no General Fund discretionary support.

The main revenue source of the fund is service reimbursement revenue for office and building space rental, and for other services such as building operations and maintenance, interior space remodels and reconfigurations, janitorial services, property management, and capital project management. Cash transfers from other funds cover the cost of budgeted capital improvement projects. Space rental charges to other governments are another significant revenue source. Finally, debt sales have been used in the past as a resource for capital projects. The resulting principal and interest obligations were then included in rental rates.

### Billing Methods

Facilities Services has two methods of billing customers.

#### Fixed Rate Billing

The first method is a fixed rental rate and is used for the facilities the fund owns. The rental rates are based on the cost of operations, maintenance, major maintenance projects, and debt service. The major maintenance component funds projects documented in the Bureau of General Services' Capital Improvement Plan, or goes into the fund balance for use in the future when needs are identified.

Major maintenance projects are not additions or improvements to facilities, but are projects that need to be done to keep the facilities appropriately maintained to prevent long term problems from developing.

If a facility is occupied by more than one tenant, a square foot rate is developed. In previous years there were rental rates for just the Portland Building, City Hall, and the Portland Communications Center. Now there are rental rates for all City owned facilities, such as police precincts, the Justice Center, and the Records Center.

#### Time and Materials Billing

The second method of billing customers is on a time and materials basis. This method is used with facilities for which the fund does not have direct responsibility or does not provide services. The fund has hourly rates calculated for services provided directly to customers. An example is HVAC maintenance services to the commercial space in City owned parking garages.

The fund charges a management and administration fee for services provided indirectly to customers. An example is the administration of building operations services such as janitorial and garbage/recycling services.



**Capital Projects****Funding Sources**

The Facilities Services Division of BGS is responsible for preparing a capital plan for each of the City's 41 buildings. The projects included in this plan can be funded through a variety of sources:

*The Capital Plan for Facilities Services has a variety of funding sources.*

- ◆ Major maintenance funds;
- ◆ Interagency service reimbursements;
- ◆ Grant or tax increment funds;
- ◆ Allocations from the General Fund capital set-aside;
- ◆ Debt sales.

Facilities Services seeks to achieve a balance between new projects (which include improvements to existing facilities) and major maintenance projects (which protect existing facility assets).

Projects in the capital plan for next year include major maintenance projects in the Portland Building, the Smart Park garages, the Justice Center, and the Community Policing Facilities, to keep these buildings useful and efficient.

*In FY 1999-00, the Portland Building will complete its restack project.*

**Portland Building Restack Projects:** The last phases of The Portland Building restack project are funded for FY 1999-00. These projects follow the opening of the new Development Services Building in the Summer of 1999. The multi-year restack project moved bureaus within the building, and will move bureaus from leased space into the Portland Building. It also remodels office space to improve space efficiencies.

*By the end of the fiscal year, the Portland Building will be repaired and water-tight.*

**Exterior and Roof Repair to the Portland Building:** BGS will continue projects to maintain the exterior of The Portland Building, including repairing the exterior wall leaks and loggia roof replacements. By the end of the next fiscal year, the goal is to have The Portland Building envelope repaired and water-tight. In the following years, major maintenance can be directed toward interior upgrades to the common spaces and preservation of investments made through the restack project.



# Facilities Services Fund – 704

## DEBT REDEMPTION SCHEDULE

| Bond Description  | Amount Issued | Fiscal Year                 | Principal  | Coupon | Interest  | Total P+I  |
|---|---------------|-----------------------------|------------|--------|-----------|------------|
| Series 1993 A<br>Full Faith and Credit<br>08/15/93<br>Due 4/1 | 33,445,000    | 1999/00                     | 2,925,000  | 4.20%  | 1,220,335 | 4,145,335  |
|   |               | 2000/01                     | 3,050,000  | 4.30%  | 1,097,485 | 4,147,485  |
|   |               | 2001/02                     | 3,170,000  | 4.40%  | 966,335   | 4,136,335  |
|   |               | 2002/03                     | 3,315,000  | 4.55%  | 826,855   | 4,141,855  |
|   |               | 2003/04                     | 3,465,000  | 4.65%  | 676,023   | 4,141,023  |
|   |               | 2004/05                     | 3,630,000  | 4.75%  | 514,900   | 4,144,900  |
|   |               | 2005/06                     | 2,295,000  | 4.75%  | 342,475   | 2,637,475  |
|   |               | 2006/07                     | 2,400,000  | 4.75%  | 233,463   | 2,633,463  |
|   |               | 2007/08                     | 2,515,000  | 4.75%  | 119,463   | 2,634,463  |
|   |               | TOTAL                       | 26,765,000 |        | 5,997,333 | 32,762,333 |
| Series 1993 B<br>Full Faith and Credit<br>08/15/93<br>Due 4/1 | 6,879,038     | 1999/00                     | 365,000    | 3.90%  | 214,551   | 579,551    |
|   |               | 2000/01                     | 380,000    | 4.00%  | 200,316   | 580,316    |
|   |               | 2001/02                     | 395,000    | 4.10%  | 185,116   | 580,116    |
|   |               | 2002/03                     | 410,000    | 4.15%  | 168,921   | 578,921    |
|   |               | 2003/04                     | 430,000    | 4.25%  | 151,906   | 581,906    |
|   |               | 2004/05                     | 450,000    | 4.35%  | 133,631   | 583,631    |
|   |               | 2005/06                     | 470,000    | 4.45%  | 114,056   | 584,056    |
|   |               | 2006/07                     | 485,000    | 4.55%  | 93,141    | 578,141    |
|   |               | 2007/08                     | 510,000    | 4.55%  | 71,074    | 581,074    |
|   |               | 2008/09                     | 535,000    | 4.63%  | 47,869    | 582,869    |
|   |               | 2009/10                     | 115,000    | 4.63%  | 23,125    | 138,125    |
|   |               | 2010/11                     | 120,000    | 4.63%  | 17,806    | 137,806    |
|   |               | 2011/12                     | 130,000    | 4.63%  | 12,256    | 142,256    |
|   |               | 2012/13                     | 135,000    | 4.63%  | 6,244     | 141,244    |
|   |               | TOTAL                       | 4,930,000  |        | 1,440,014 | 6,370,014  |
| TOTAL<br>Full Faith & Credit                                  | 68,729,038    | 1999/00                     | 3,290,000  |        | 1,434,886 | 4,724,886  |
|   |               | 2000/01                     | 3,430,000  |        | 1,297,801 | 4,727,801  |
|   |               | 2001/02                     | 3,565,000  |        | 1,151,451 | 4,716,451  |
|   |               | 2002/03                     | 3,725,000  |        | 995,776   | 4,720,776  |
|   |               | 2003/04                     | 3,895,000  |        | 827,929   | 4,722,929  |
|   |               | 2004/05                     | 4,080,000  |        | 648,531   | 4,728,531  |
|   |               | 2005/06                     | 2,765,000  |        | 456,531   | 3,221,531  |
|   |               | 2006/07                     | 2,885,000  |        | 326,604   | 3,211,604  |
|   |               | 2007/08                     | 3,025,000  |        | 190,536   | 3,215,536  |
|   |               | 2008/09                     | 535,000    |        | 47,869    | 582,869    |
|   |               | 2009/10                     | 115,000    |        | 23,125    | 138,125    |
|   |               | 2010/11                     | 120,000    |        | 17,806    | 137,806    |
|   |               | 2011/12                     | 130,000    |        | 12,256    | 142,256    |
|   |               | 2012/13                     | 135,000    |        | 6,244     | 141,244    |
|   |               | TOTAL FULL FAITH AND CREDIT | 31,695,000 |        | 7,437,346 | 39,132,346 |
| Series 1996 B<br>Limited Tax Revenue<br>06/01/96              | 703,452       | 1999/00                     | 208,082    | 4.40%  | 11,358    | 219,440    |
|   |               | 2000/01                     | 47,886     | 4.60%  | 2,203     | 50,088     |
|   |               | TOTAL                       | 255,967    |        | 13,561    | 269,528    |
| Series 1996 A<br>Limited Tax Revenue<br>06/01/96<br>Due 6/1   | 29,128,538    | 1999/00                     | 1,025,967  | 9.13%  | 1,437,573 | 2,463,540  |
|   |               | 2000/01                     | 1,117,043  | 4.60%  | 1,343,953 | 2,460,996  |
|   |               | 2001/02                     | 1,129,927  | 4.70%  | 1,292,569 | 2,422,496  |
|   |               | 2002/03                     | 1,187,409  | 4.80%  | 1,239,463 | 2,426,872  |
|   |               | 2003/04                     | 1,244,867  | 4.90%  | 1,182,467 | 2,427,334  |
|   |               | 2004/05                     | 1,297,482  | 5.00%  | 1,121,468 | 2,418,950  |
|   |               | 2005/06                     | 1,364,524  | 5.10%  | 1,056,594 | 2,421,118  |
|   |               | 2006/07                     | 1,436,355  | 5.20%  | 987,004   | 2,423,359  |
|   |               | 2007/08                     | 1,508,155  | 5.25%  | 912,313   | 2,420,468  |
|   |               | 2008/09                     | 1,589,561  | 5.25%  | 833,135   | 2,422,696  |
|   |               | 2009/10                     | 1,670,941  | 5.25%  | 749,683   | 2,420,624  |
|   |               | 2010/11                     | 1,757,112  | 5.25%  | 661,959   | 2,419,070  |
|   |               | 2011/12                     | 1,852,890  | 5.38%  | 569,710   | 2,422,600  |
|   |               | 2012/13                     | 1,953,440  | 5.38%  | 470,045   | 2,423,486  |
|   |               | 2013/14                     | 2,055,000  | 5.60%  | 365,120   | 2,420,120  |
|   |               | 2014/15                     | 2,170,000  | 5.60%  | 250,040   | 2,420,040  |

| Bond Description          | Amount<br>Issued | Fiscal Year | Principal  | Coupon | Interest   | Total P+I  |
|---------------------------|------------------|-------------|------------|--------|------------|------------|
|                           |                  | 2015/16     | 2,295,000  | 5.60%  | 128,520    | 2,423,520  |
|                           |                  | TOTAL       | 26,655,675 |        | 14,601,616 | 41,257,291 |
| Series 1998A              | 28,900,000       | 1999/00     | 1,000,000  | 4.00%  | 1,356,725  | 2,356,725  |
| Limited Tax Revenue       |                  | 2000/01     | 1,040,000  | 4.10%  | 1,316,725  | 2,356,725  |
| 4/15/1998                 |                  | 2001/02     | 1,080,000  | 4.20%  | 1,274,085  | 2,354,085  |
| Due 6/1                   |                  | 2002/03     | 1,130,000  | 4.25%  | 1,228,725  | 2,358,725  |
|                           |                  | 2003/04     | 1,170,000  | 4.30%  | 1,180,700  | 2,350,700  |
|                           |                  | 2004/05     | 1,230,000  | 4.40%  | 1,130,390  | 2,360,390  |
|                           |                  | 2005/06     | 1,280,000  | 4.45%  | 1,076,270  | 2,356,270  |
|                           |                  | 2006/07     | 1,340,000  | 4.50%  | 1,019,310  | 2,359,310  |
|                           |                  | 2007/08     | 1,400,000  | 4.55%  | 959,010    | 2,359,010  |
|                           |                  | 2008/09     | 1,460,000  | 4.60%  | 895,310    | 2,355,310  |
|                           |                  | 2009/10     | 1,530,000  | 4.70%  | 828,150    | 2,358,150  |
|                           |                  | 2010/11     | 1,600,000  | 4.80%  | 756,240    | 2,356,240  |
|                           |                  | 2011/12     | 1,680,000  | 4.90%  | 679,440    | 2,359,440  |
|                           |                  | 2012/13     | 1,760,000  | 4.95%  | 597,120    | 2,357,120  |
|                           |                  | 2013/14     | 1,850,000  | 5.00%  | 510,000    | 2,360,000  |
|                           |                  | 2014/15     | 1,940,000  | 5.00%  | 417,500    | 2,357,500  |
|                           |                  | 2015/16     | 2,030,000  | 5.00%  | 320,500    | 2,350,500  |
|                           |                  | 2016/17     | 2,140,000  | 5.00%  | 219,000    | 2,359,000  |
|                           |                  | 2017/18     | 2,240,000  | 5.00%  | 112,000    | 2,352,000  |
|                           |                  | TOTAL       | 28,900,000 |        | 15,877,200 | 44,777,200 |
| Series 1998B              | 250,510          | 1999/00     | 47,663     | 3.80%  | 8,040      | 55,703     |
| Limited Tax Revenue       |                  | 2000/01     | 49,880     | 3.90%  | 6,229      | 56,109     |
| 6/15/1998                 |                  | 2001/02     | 52,097     | 4.00%  | 4,284      | 56,381     |
| Due 6/1                   |                  | 2002/03     | 54,314     | 4.05%  | 2,200      | 56,514     |
|                           |                  | TOTAL       | 203,955    |        | 20,752     | 224,707    |
| TOTAL                     | 58,982,499       | 1999/00     | 2,281,712  |        | 2,813,696  | 5,095,408  |
| Limited Tax               |                  | 2000/01     | 2,254,809  |        | 2,669,110  | 4,923,919  |
| Revenue Bonds             |                  | 2001/02     | 2,262,024  |        | 2,570,938  | 4,832,962  |
|                           |                  | 2002/03     | 2,371,723  |        | 2,470,387  | 4,842,111  |
|                           |                  | 2003/04     | 2,414,867  |        | 2,363,167  | 4,778,034  |
|                           |                  | 2004/05     | 2,527,482  |        | 2,251,858  | 4,779,340  |
|                           |                  | 2005/06     | 2,644,524  |        | 2,132,864  | 4,777,388  |
|                           |                  | 2006/07     | 2,776,355  |        | 2,006,314  | 4,782,669  |
|                           |                  | 2007/08     | 2,908,155  |        | 1,871,323  | 4,779,478  |
|                           |                  | 2008/09     | 3,049,561  |        | 1,728,445  | 4,778,006  |
|                           |                  | 2009/10     | 3,200,941  |        | 1,577,833  | 4,778,774  |
|                           |                  | 2010/11     | 3,357,112  |        | 1,418,199  | 4,775,310  |
|                           |                  | 2011/12     | 3,532,890  |        | 1,249,150  | 4,782,040  |
|                           |                  | 2012/13     | 3,713,440  |        | 1,067,165  | 4,780,606  |
|                           |                  | 2013/14     | 3,905,000  |        | 875,120    | 4,780,120  |
|                           |                  | 2014/15     | 4,110,000  |        | 667,540    | 4,777,540  |
|                           |                  | 2015/16     | 4,325,000  |        | 449,020    | 4,774,020  |
|                           |                  | 2016/17     | 2,140,000  |        | 219,000    | 2,359,000  |
|                           |                  | 2017/18     | 2,240,000  |        | 112,000    | 2,352,000  |
| TOTAL LIMITED TAX REVENUE |                  |             | 56,015,597 |        | 30,513,130 | 86,528,726 |
| COMBINED DEBT SERVICE     | 127,711,537      | 1999/00     | 5,571,712  |        | 4,248,582  | 9,820,294  |
|                           |                  | 2001/02     | 5,827,024  |        | 3,722,389  | 9,549,413  |
|                           |                  | 2002/03     | 6,096,723  |        | 3,466,164  | 9,562,887  |
|                           |                  | 2003/04     | 6,309,867  |        | 3,191,096  | 9,500,963  |
|                           |                  | 2004/05     | 6,607,482  |        | 2,900,390  | 9,507,871  |
|                           |                  | 2005/06     | 5,409,524  |        | 2,589,396  | 7,998,920  |
|                           |                  | 2006/07     | 5,661,355  |        | 2,332,917  | 7,994,273  |
|                           |                  | 2007/08     | 5,933,155  |        | 2,061,859  | 7,995,014  |
|                           |                  | 2008/09     | 3,584,561  |        | 1,776,314  | 5,360,875  |
|                           |                  | 2009/10     | 3,315,941  |        | 1,600,958  | 4,916,899  |
|                           |                  | 2010/11     | 3,477,112  |        | 1,436,005  | 4,913,117  |
|                           |                  | 2011/12     | 3,662,890  |        | 1,261,407  | 4,924,296  |

# Facilities Services Fund – 704

## DEBT REDEMPTION SCHEDULE

| Bond Description               | Amount<br>Issued | Fiscal Year | Principal            | Coupon | Interest             | Total P+I             |
|--------------------------------|------------------|-------------|----------------------|--------|----------------------|-----------------------|
|                                |                  | 2012/13     | 3,848,440            |        | 1,073,409            | 4,921,850             |
|                                |                  | 2013/14     | 3,905,000            |        | 875,120              | 4,780,120             |
|                                |                  | 2014/15     | 4,110,000            |        | 667,540              | 4,777,540             |
|                                |                  | 2015/16     | 4,325,000            |        | 449,020              | 4,774,020             |
|                                |                  | 2016/17     | 2,140,000            |        | 219,000              | 2,359,000             |
|                                |                  | 2017/18     | 2,240,000            |        | 112,000              | 2,352,000             |
| <b>TOTAL FUND DEBT SERVICE</b> |                  |             | <b>\$ 87,710,597</b> |        | <b>\$ 37,950,476</b> | <b>\$ 125,661,073</b> |

# Fleet Services Operating Fund – 705

## FUND SUMMARY

|   | Actual<br>FY 1996–97 | Actual<br>FY 1997–98 | Revised<br>FY 1998–99 | Yr End Est.<br>FY 1998–99 | Approved<br>FY 1999–00 | Adopted<br>FY 1999–00 |
|---|----------------------|----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| <b>RESOURCES</b>                        |                      |                      |                       |                           |                        |                       |
| <b>External Revenues</b>                |                      |                      |                       |                           |                        |                       |
| <b>Service Charges and Fees</b>         |                      |                      |                       |                           |                        |                       |
| Miscellaneous                           | 68,535               | 63,732               | 0                     | 0                         | 0                      | 0                     |
| Public Works/Utility Charge             | 62,464               | 56,625               | 5,000                 | 100,000                   | 5,000                  | 5,000                 |
|   | 130,999              | 120,357              | 5,000                 | 100,000                   | 5,000                  | 5,000                 |
| <b>Miscellaneous Revenues</b>           |                      |                      |                       |                           |                        |                       |
| Interest Earned                         | 758,895              | 886,159              | 300,000               | 825,000                   | 300,000                | 300,000               |
| Other Miscellaneous                     | 25,994               | 12,024               | 1,000                 | 8,000                     | 1,000                  | 1,000                 |
| Refunds                                 | 3,101                | 4,762                | 0                     | 2,000                     | 0                      | 0                     |
| Sale of Capital Assets                  | 882,094              | 575,748              | 300,000               | 350,000                   | 300,000                | 300,000               |
| Sales Miscellaneous                     | 15,384               | 4,886                | 1,000                 | 1,000                     | 1,000                  | 1,000                 |
|   | 1,685,468            | 1,483,579            | 602,000               | 1,186,000                 | 602,000                | 602,000               |
| <b>Total External Revenues</b>          | <b>1,816,467</b>     | <b>1,603,936</b>     | <b>607,000</b>        | <b>1,286,000</b>          | <b>607,000</b>         | <b>607,000</b>        |
| <b>Internal Revenues</b>                |                      |                      |                       |                           |                        |                       |
| <b>Interfund Service Reimbursements</b> |                      |                      |                       |                           |                        |                       |
| Arena Operating                         | 0                    | 0                    | 1,000                 | 800                       | 0                      | 0                     |
| City Attorney                           | 2,167                | 2,124                | 2,801                 | 2,800                     | 3,105                  | 3,105                 |
| City Auditor                            | 1,009                | 1,806                | 1,245                 | 1,200                     | 1,760                  | 1,760                 |
| Buildings                               | 339,752              | 321,980              | 362,486               | 350,000                   | 367,227                | 367,227               |
| Cable Commission                        | 971                  | 116                  | 623                   | 600                       | 518                    | 518                   |
| Cable Commission/Access                 | 315                  | 119                  | 311                   | 300                       | 415                    | 415                   |
| Commissioner of Public Affairs          | 196                  | 117                  | 311                   | 300                       | 311                    | 311                   |
| Commissioner of Public Safety           | 2,075                | 3,103                | 2,594                 | 2,500                     | 2,588                  | 2,588                 |
| Commissioner of Public Utilities        | 0                    | 0                    | 519                   | 500                       | 0                      | 0                     |
| Commissioner of Public Works            | 0                    | 31                   | 311                   | 300                       | 311                    | 311                   |
| Communications Services                 | 50,453               | 50,219               | 47,772                | 50,000                    | 56,741                 | 56,741                |
| Community Development                   | 2,708                | 4,212                | 3,113                 | 3,000                     | 3,623                  | 3,623                 |
| Emergency Communications                | 5,744                | 5,990                | 6,366                 | 6,300                     | 6,942                  | 6,942                 |
| Energy Office                           | 238                  | 451                  | 519                   | 500                       | 259                    | 259                   |
| Environmental Services                  | 653,236              | 332,411              | 398,313               | 380,000                   | 368,749                | 368,749               |
| Facilities Services Fund                | 43,589               | 40,630               | 47,735                | 45,000                    | 49,291                 | 49,291                |
| Finance & Administration                | 11,852               | 7,192                | 14,163                | 10,000                    | 13,672                 | 13,672                |
| Fire Bureau                             | 456,749              | 377,115              | 473,862               | 475,000                   | 530,025                | 530,025               |
| General Services                        | 1,582                | 1,941                | 1,971                 | 4,000                     | 6,417                  | 6,417                 |
| Golf Operating Fund                     | 87,390               | 78,753               | 88,786                | 85,000                    | 95,989                 | 95,989                |
| Government Relations                    | 5,686                | 0                    | 9,000                 | 0                         | 0                      | 0                     |
| Hydropower Operating Fund               | 7,922                | 6,757                | 7,590                 | 7,500                     | 8,742                  | 8,742                 |
| Mayor                                   | 880                  | 5,818                | 4,602                 | 4,600                     | 3,021                  | 3,021                 |
| Neighborhood Involvement                | 90                   | 351                  | 104                   | 300                       | 1,035                  | 1,035                 |
| Parks Bureau                            | 1,114,784            | 1,099,311            | 1,214,788             | 1,200,000                 | 1,265,278              | 1,265,278             |
| Parks Capital Improvement Fund          | 14,559               | 10,629               | 12,345                | 12,000                    | 12,450                 | 12,450                |
| Parks Construction Fund                 | 0                    | 0                    | 0                     | 0                         | 1,604                  | 1,604                 |
| Planning                                | 14,738               | 10,830               | 16,356                | 14,000                    | 15,525                 | 15,525                |
| Police Bureau                           | 4,935,264            | 4,058,013            | 5,384,459             | 4,800,000                 | 5,392,717              | 5,392,717             |
| Portland International Raceway          | 4,323                | 5,643                | 6,177                 | 6,000                     | 5,475                  | 5,475                 |
| Printing & Distribution                 | 41,898               | 29,325               | 39,467                | 39,000                    | 41,928                 | 41,928                |
| Purchase & Stores                       | 2,051                | 3,891                | 2,905                 | 3,500                     | 5,175                  | 5,175                 |
| Refuse Disposal Fund                    | 3,542                | 1,729                | 2,739                 | 2,700                     | 9,489                  | 9,489                 |
| Special Appropriations                  | 149                  | 104                  | 156                   | 100                       | 207                    | 207                   |
| Transportation                          | 7,239,852            | 6,731,718            | 6,488,493             | 5,767,200                 | 6,468,488              | 6,468,488             |
| Water Bureau                            | 2,461,965            | 1,403,600            | 1,624,256             | 1,500,000                 | 1,790,409              | 1,790,409             |
|   | 17,507,729           | 14,596,029           | 16,268,238            | 14,775,000                | 16,529,486             | 16,529,486            |
| <b>Equipment Cash Transfers</b>         |                      |                      |                       |                           |                        |                       |
| Buildings                               | 83,489               | 33,000               | 70,000                | 67,340                    | 0                      | 0                     |
| Communications Services                 | 29,888               | 0                    | 0                     | 0                         | 0                      | 0                     |
| Environmental Services                  | 7,000                | 0                    | 0                     | 0                         | 0                      | 0                     |
| Fire Bureau                             | 0                    | 0                    | 225,000               | 225,000                   | 0                      | 0                     |
| Parks Bureau                            | 30,935               | 334,630              | 137,300               | 137,300                   | 0                      | 0                     |
| Police Bureau                           | 58,425               | 538,358              | 580,730               | 650,130                   | 178,000                | 178,000               |
| Transportation                          | 252,022              | 124,644              | 0                     | 179,800                   | 0                      | 0                     |

|                                       | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Yr End Est.<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---------------------------------------|----------------------|----------------------|-----------------------|---------------------------|------------------------|-----------------------|
| Water Bureau                          | 168,065              | 0                    | 0                     | 0                         | 0                      | 0                     |
|                                       | 629,824              | 1,030,632            | 1,013,030             | 1,259,570                 | 178,000                | 178,000               |
| <b>Minor Equipment and Tools</b>      |                      |                      |                       |                           |                        |                       |
| Communications Services               | 0                    | 5,801                | 0                     | 0                         | 0                      | 0                     |
| Police Bureau                         | 10,064               | 0                    | 0                     | 0                         | 0                      | 0                     |
|                                       | 10,064               | 5,801                | 0                     | 0                         | 0                      | 0                     |
| <b>Total Internal Revenues</b>        | 18,147,617           | 15,632,462           | 17,281,268            | 16,034,570                | 16,707,486             | 16,707,486            |
| <b>Beginning Fund Balance</b>         | 11,358,596           | 16,095,139           | 14,746,780            | 14,746,780                | 11,697,461             | 11,697,461            |
| <b>TOTAL RESOURCES</b>                | <b>\$ 31,322,680</b> | <b>\$ 33,331,537</b> | <b>\$ 32,635,048</b>  | <b>\$ 32,067,350</b>      | <b>\$ 29,011,947</b>   | <b>\$ 29,011,947</b>  |
| <b>REQUIREMENTS</b>                   |                      |                      |                       |                           |                        |                       |
| <b>Bureau Expenses</b>                |                      |                      |                       |                           |                        |                       |
| <b>Personal Services</b>              | 4,188,131            | 4,386,792            | 4,801,522             | 4,700,000                 | 5,118,097              | 5,118,097             |
| <b>External Materials and Service</b> | 5,736,443            | 5,634,823            | 6,781,060             | 6,095,000                 | 6,384,284              | 6,384,284             |
| Communications Services               | 51,698               | 36,136               | 43,637                | 43,637                    | 39,778                 | 39,778                |
| Data Processing Services              | 49,121               | 44,362               | 74,402                | 74,402                    | 79,435                 | 79,435                |
| Facilities Services                   | 591,183              | 195,059              | 724,032               | 200,000                   | 285,970                | 285,970               |
| Insurance                             | 152,747              | 122,923              | 146,728               | 146,728                   | 152,010                | 152,010               |
| Printing & Distribution               | 21,043               | 22,285               | 24,094                | 29,000                    | 20,811                 | 20,811                |
| Energy Office                         | 6,771                | 7,041                | 11,521                | 11,521                    | 7,520                  | 7,520                 |
| Finance & Administration              | 10,260               | 7,265                | 8,894                 | 8,894                     | 10,606                 | 10,606                |
| General Services                      | 240,575              | 246,308              | 264,133               | 264,133                   | 310,059                | 310,059               |
| Transportation                        | 5,504                | 0                    | 5,000                 | 5,000                     | 5,000                  | 5,000                 |
| Water Bureau                          | 81,996               | 80,040               | 78,300                | 78,300                    | 80,064                 | 80,064                |
|                                       | 1,210,898            | 761,419              | 1,380,741             | 861,615                   | 991,253                | 991,253               |
| <b>Capital Outlay</b>                 | 3,638,435            | 4,069,508            | 11,465,060            | 8,000,000                 | 5,605,660              | 5,605,660             |
| <b>Equipment Cash Transfers</b>       |                      |                      |                       |                           |                        |                       |
| Printing & Distribution               | 9,200                | 0                    | 0                     | 0                         | 0                      | 0                     |
|                                       | 9,200                | 0                    | 0                     | 0                         | 0                      | 0                     |
| <b>Minor Equipment Transfers</b>      |                      |                      |                       |                           |                        |                       |
| Printing & Distribution               | 0                    | 2,070                | 0                     | 0                         | 0                      | 0                     |
|                                       | 0                    | 2,070                | 0                     | 0                         | 0                      | 0                     |
| <b>Total Bureau Expenses</b>          | 14,783,107           | 14,854,612           | 24,428,383            | 19,656,615                | 18,099,294             | 18,099,294            |
| <b>Fund Requirements</b>              |                      |                      |                       |                           |                        |                       |
| <b>General Operating Contingency</b>  |                      |                      |                       |                           |                        |                       |
| General Operating Contingency         | 0                    | 0                    | 1,309,369             | 0                         | 1,501,941              | 1,512,748             |
| Compensation Adjustment               | 0                    | 0                    | 177,447               | 0                         | 59,339                 | 59,339                |
|                                       | 0                    | 0                    | 1,486,816             | 0                         | 1,561,280              | 1,572,087             |
| <b>General Fund Overhead</b>          | 444,433              | 616,295              | 634,321               | 634,321                   | 503,273                | 492,466               |
| <b>Debt Retirement</b>                | 0                    | 132,844              | 78,953                | 78,953                    | 78,954                 | 78,954                |
| <b>Unappropriated Ending Balance</b>  |                      |                      |                       |                           |                        |                       |
| Unappropriated Ending Balance         | 16,095,140           | 14,746,774           | 6,006,575             | 11,697,461                | 8,769,146              | 8,769,146             |
| Equity Transfer                       | 0                    | 2,981,012            | 0                     | 0                         | 0                      | 0                     |
|                                       | 16,095,140           | 17,727,786           | 6,006,575             | 11,697,461                | 8,769,146              | 8,769,146             |
| <b>Total Fund Requirements</b>        | 16,539,573           | 18,476,925           | 8,206,665             | 12,410,735                | 10,912,653             | 10,912,653            |
| <b>TOTAL REQUIREMENTS</b>             | <b>\$ 31,322,680</b> | <b>\$ 33,331,537</b> | <b>\$ 32,635,048</b>  | <b>\$ 32,067,350</b>      | <b>\$ 29,011,947</b>   | <b>\$ 29,011,947</b>  |

## FUND OVERVIEW

### Operations

The Fleet Services division of the Bureau of General Services acquires, modifies, services, repairs, and disposes of vehicles and equipment owned, leased, and rented by the City. The division operates eight garages throughout the City to provide the services. In addition, work is completed in the field and at private vendors in the area. A downtown motor pool is operated to provide vehicles on a convenient, short-term basis. A modern body and paint shop and a full-service fabrication shop are operated to provide service to the City's fleet of municipal vehicles.

### Changes

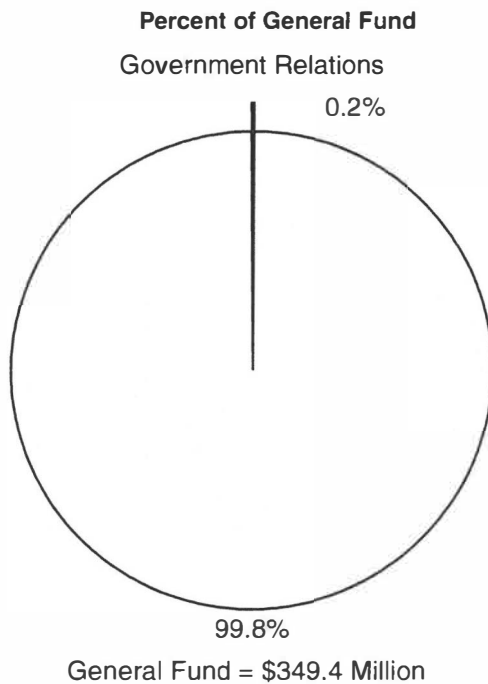
The number of City-operated vehicles had grown by more than 700 units in the last ten years. The City has used its resources to purchase more sophisticated vehicles that require less labor time to maintain. However, as technology evolves, vehicles require more expensive repair components. To comply with new legislation and DEQ requirements, the City is required to purchase more expensive test equipment. Increased materials expenses have been offset by decreased labor expenses, allowing fleet operations to improve service with minimal rate increases.

# Office of Government Relations

Legislative, Administrative and Support Services Service Area

Mayor Vera Katz, Commissioner-in-Charge

Marge Kafoury, Director



## Bureau Overview

| Expenditures in Millions                  | Revised<br>FY 1998–99 | Adopted<br>FY 1999–00 | Change from<br>Prior Year | Per Capita<br>Change |
|---|-----------------------|-----------------------|---------------------------|----------------------|
| Operating                                 | 654,243               | 674,523               | 20,280                    | -1.3%                |
| Capital                                   | 0                     | 0                     | 0                         | 0.0%                 |
| Allocated City Overhead Costs             | 0                     | 0                     | 0                         | 0.0%                 |
| <b>Total Cost with Allocated Overhead</b> | <b>\$ 654,243</b>     | <b>\$ 674,523</b>     | <b>\$ 20,280</b>          | <b>-1.3%</b>         |
| Authorized Full-Time Positions            | 5                     | 4                     | (1)                       | -23.4%               |

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

## Bureau Summary

### BUREAU HIGHLIGHTS

#### Overview

This budget reflects continued representation of City Council issues by Government Relations in advancing City objectives with local government, State, and Congress. Government Relations continues to administer the City's Washington, D.C. lobbying contract. Government Relations will continue working with BIT to enhance and improve the Legislative Tracking System, making it user-friendly for bureaus. The bureau provides information and assistance with grants and appropriation for the City, monitors federal initiatives, and is liaison with national member associations.

#### Funding

Government Relations is a General Fund bureau, funded primarily by the General Fund. In addition, the bureau receives interagency funding from Transportation, Environmental Services and Water.

#### Changes in FY 1999-00

There were no significant changes from the prior year.



## General Description

### BUREAU OVERVIEW

#### Organizational Description

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

### CHANGES FROM PRIOR YEAR

This budget reflects a *non-session* year for Government Relations. The office will be increasing its travel to Washington, D.C. to lobby for increased appropriations to advance the Council's goals. It will also be traveling around the State to further the Council Outreach Program with legislators who do not reside within the City of Portland Legislative Delegation area.

Government Relations will be finishing with the 1999 Legislative Session. The office will be writing its report covering the activities of the legislature and how it affected the City of Portland. The office will continue to monitor Interim committees in Salem and represent bureaus at those meetings.

## Strategic Direction

### MANAGEMENT GOALS & OBJECTIVES

|   |   |
|---|---|
| <b>Long-Term Goals</b>                      | The Office of Government Relations will continue with the Council Outreach Program and endeavor to establish working relationships with other jurisdictions located around the State.   |
| <b>Management Objectives for FY 1999-00</b> | Government Relations will continue working with Oregon's Congressional Delegation on issues relative to the economic vitality of the City of Portland. The bureau will also maintain the City's working relationships with legislators in keeping them apprised of City issues and areas of concern throughout the State. |

### COUNCIL PRIORITIES

|                                      |   |
|--------------------------------------|---|
| <b>Council Issues and Priorities</b> | <p>The Office of Government Relations works for the entire City Council. Their goals become the office's goals.</p> <p>The office currently works and will continue to work with Congress and the legislature to advance the following Council goals including but not limited to:</p> <ul style="list-style-type: none"><li>◆ Affordable Housing</li><li>◆ Growth Management</li><li>◆ Support for Education Funding</li><li>◆ Economic Development</li><li>◆ Financial Stability for the City</li><li>◆ Adequate Funding for Police Officers and Public Safety Programs</li><li>◆ Clean Air and Water Quality</li><li>◆ Viable Transportation Systems</li><li>◆ Partner with State Legislators Outside Portland Area</li><li>◆ Funding for a Vital Central City</li></ul> |
|--------------------------------------|---|

# Overview of Programs

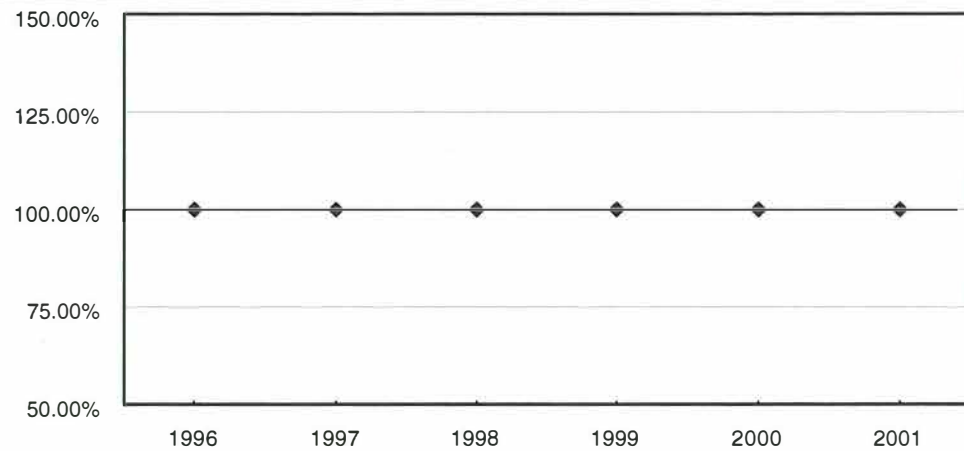
## GOVERNMENT RELATIONS

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

## Performance Measures

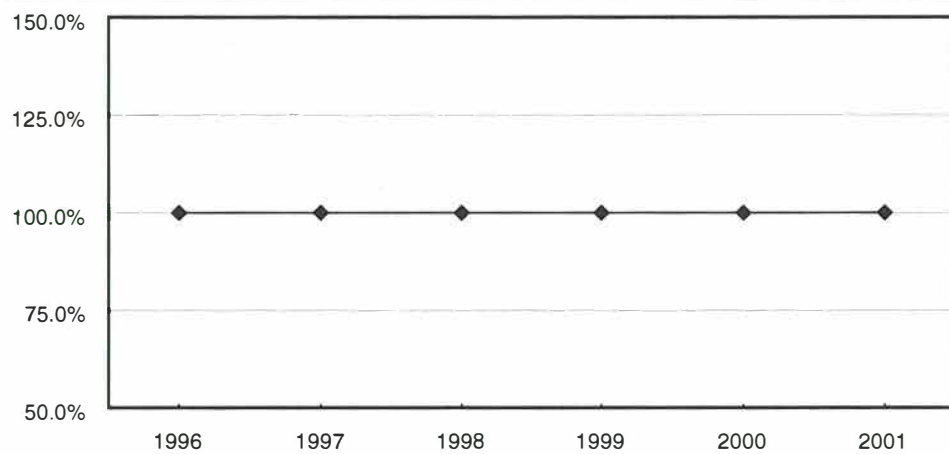
### Representation at Legislature

- ◆ The Office of Government Relations attends all State Legislative sessions.



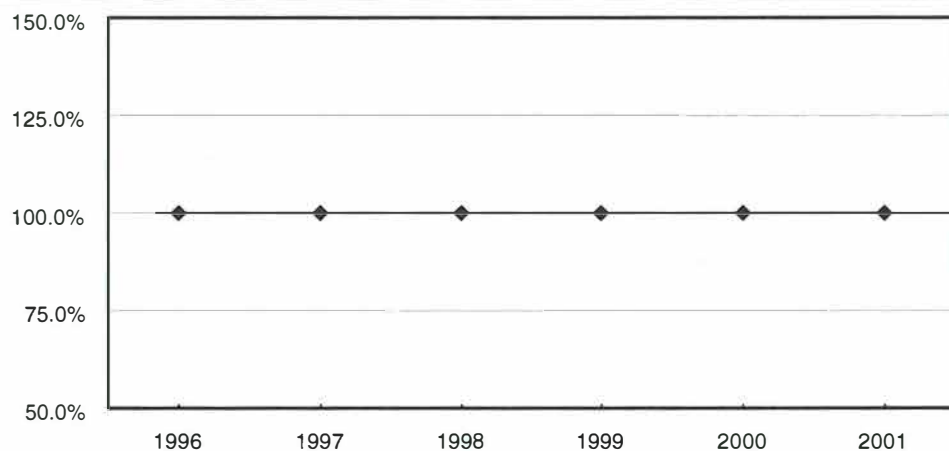
### City Representation at Congress

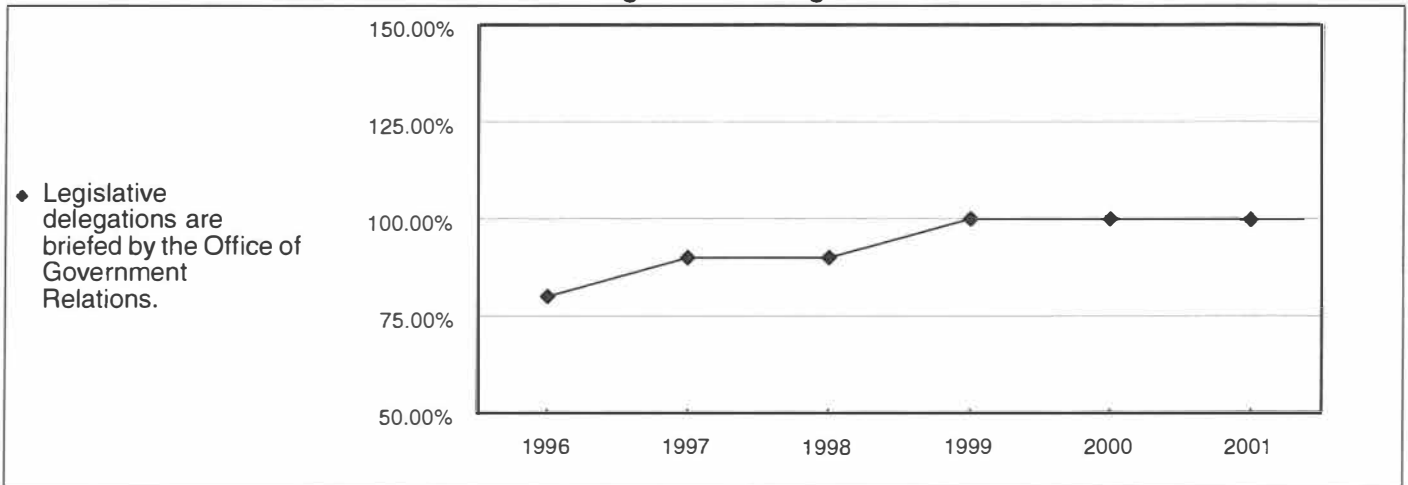
- ◆ The Office continues to represent the City of Portland on issues before the U.S. Congress.



### Conference Attendance

- ◆ Staff attends both regional and state conferences to keep up with current issues.



**Delegations Briefings**

|  | Actual<br>FY 1995-96 | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Yr End Est.<br>FY 1998-99 | Target<br>FY 1999-00 | Target<br>FY 2000-01 |
|--|----------------------|----------------------|----------------------|---------------------------|----------------------|----------------------|
| <b>Government Relations</b>                      |                      |                      |                      |                           |                      |                      |
| <b>Workload</b>                                  |                      |                      |                      |                           |                      |                      |
| Represent City at Legislature and during Interim | 100.00%              | 100.00%              | 100.00%              | 100.00%                   | 100.00%              | 100.00%              |
| Represent City with Congress                     | 100.0%               | 100.0%               | 100.0%               | 100.0%                    | 100.0%               | 100.0%               |
| Attend National and State Conferences            | 100.0%               | 100.0%               | 100.0%               | 100.0%                    | 100.0%               | 100.0%               |
| Brief Legislative Delegation on City Issues      | 80.00%               | 90.00%               | 90.00%               | 100.00%                   | 100.00%              | 100.00%              |

|   | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>EXPENDITURES</b>   |                      |                      |                       |                        |                       |
| <b>Operating Budget</b>   |                      |                      |                       |                        |                       |
| Personal Services   | 359,887              | 317,558              | 370,443               | 352,567                | 352,567               |
| External Materials and Service  | 60,534               | 184,553              | 213,150               | 262,290                | 262,290               |
| Internal Materials and Service  | 49,643               | 40,800               | 70,650                | 59,666                 | 59,666                |
| Minor Capital Outlay  | 0                    | 0                    | 0                     | 0                      | 0                     |
| Equipment Cash Transfers  | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>Total Operating Budget</b>   | 470,064              | 542,911              | 654,243               | 674,523                | 674,523               |
| Capital Improvements  | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>TOTAL BUREAU EXPENDITURES</b>  | <b>\$ 470,064</b>    | <b>\$ 542,911</b>    | <b>\$ 654,243</b>     | <b>\$ 674,523</b>      | <b>\$ 674,523</b>     |
| Allocated Overhead Costs  |                      |                      | 0                     | 0                      | 0                     |
| <b>Total Cost with Allocated Overhead</b>   |                      |                      | 654,243               | 674,523                | 674,523               |
| <b>Authorized Full-Time Positions</b>   |                      |                      |                       |                        |                       |
| General Fund Discretionary  | 5                    | 4                    | 5                     | 4                      | 4                     |
| <b>TOTAL POSITIONS</b>  | <b>5</b>             | <b>4</b>             | <b>5</b>              | <b>4</b>               | <b>4</b>              |
| <b>RESOURCES</b>  |                      |                      |                       |                        |                       |
| Discretionary General Fund  |                      | 232,111              | 276,411               | 266,450                | 266,450               |
| <b>Non-Discretionary Revenues</b>   |                      |                      |                       |                        |                       |
| Grants & Donations  |                      | 0                    | 0                     | 0                      | 0                     |
| Contract Revenues   |                      | 0                    | 0                     | 0                      | 0                     |
| Interagency Revenues  |                      | 34,000               | 41,970                | 41,970                 | 41,970                |
| Bureau Program Revenues   |                      | 0                    | 0                     | 0                      | 0                     |
| Overhead Revenues   |                      | 276,800              | 335,862               | 366,103                | 366,103               |
| <b>Total Non-Discretionary Revenues</b>   |                      | 310,800              | 377,832               | 408,073                | 408,073               |
| <b>TOTAL GENERAL FUND RESOURCES</b>   |                      | <b>\$ 542,911</b>    | <b>\$ 654,243</b>     | <b>\$ 674,523</b>      | <b>\$ 674,523</b>     |
| Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.         |                      |                      |                       |                        |                       |
| Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue. |                      |                      |                       |                        |                       |
| <b>PROGRAMS</b>   |                      |                      |                       |                        |                       |
| Government Relations  |                      | 542,911              | 654,243               | 674,523                | 674,523               |
| <i>Positions</i>  |                      | 4                    | 5                     | 4                      | 4                     |
| <b>TOTAL PROGRAMS</b>   |                      | <b>\$ 542,911</b>    | <b>\$ 654,243</b>     | <b>\$ 674,523</b>      | <b>\$ 674,523</b>     |
| <i>Positions</i>  |                      | 4                    | 5                     | 4                      | 4                     |

|   | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>Personnel Services</b>                   |                      |                      |                       |                        |                       |
| 511000 Full-Time Employees                  | 229,907              | 199,238              | 278,626               | 258,855                | 258,855               |
| 512000 Part-Time Employees                  | 9,293                | 0                    | 0                     | 0                      | 0                     |
| 517000 Benefits                             | 88,173               | 82,123               | 91,817                | 93,712                 | 93,712                |
| 518000 Paid Absence                         | 32,514               | 36,197               | 0                     | 0                      | 0                     |
| <b>Total Personnel Services</b>             | <b>359,887</b>       | <b>317,558</b>       | <b>370,443</b>        | <b>352,567</b>         | <b>352,567</b>        |
| <b>Materials and Services</b>               |                      |                      |                       |                        |                       |
| <b>External Materials and Service</b>       |                      |                      |                       |                        |                       |
| 521000 Professional Services                | 12,050               | 142,425              | 154,000               | 157,000                | 157,000               |
| 522000 Utilities                            | 0                    | 0                    | 0                     | 0                      | 0                     |
| 523000 Equipment Rental                     | 0                    | 0                    | 1,000                 | 0                      | 0                     |
| 524000 Repair & Maintenance Services        | 1,236                | 420                  | 1,800                 | 4,000                  | 4,000                 |
| 525000 Non-Capital Improvement              | 0                    | 0                    | 0                     | 0                      | 0                     |
| 528000 Local Match Payments                 | 0                    | 0                    | 0                     | 0                      | 0                     |
| 529000 Miscellaneous Services               | 2,440                | 232                  | 1,036                 | 5,748                  | 5,748                 |
| 531000 Office Supplies                      | 2,681                | 1,702                | 2,500                 | 5,500                  | 5,500                 |
| 532000 Operating Supplies                   | 0                    | 0                    | 0                     | 0                      | 0                     |
| 533000 Repair & Maintenance Supplies        | 0                    | 0                    | 0                     | 0                      | 0                     |
| 534000 Minor Equipment & Tools              | 8,470                | 12,142               | 5,964                 | 8,000                  | 8,000                 |
| 535000 Clothing & Uniforms                  | 0                    | 0                    | 0                     | 0                      | 0                     |
| 539000 Other Commodities External           | 3,501                | 1,722                | 3,500                 | 8,500                  | 8,500                 |
| 541000 Education                            | 0                    | 10                   | 0                     | 8,000                  | 8,000                 |
| 542000 Local Travel                         | 8,821                | 2,014                | 8,856                 | 11,500                 | 11,500                |
| 543000 Out-of-Town Travel                   | 8,651                | 10,429               | 11,500                | 15,000                 | 15,000                |
| 544000 Space Rental                         | 4,406                | 8,813                | 8,958                 | 12,000                 | 12,000                |
| 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                        | 8,278                | 4,644                | 14,036                | 27,042                 | 27,042                |
| <b>Total External Materials and Service</b> | <b>60,534</b>        | <b>184,553</b>       | <b>213,150</b>        | <b>262,290</b>         | <b>262,290</b>        |
| <b>Internal Materials and Service</b>       |                      |                      |                       |                        |                       |
| 551000 Fleet Services                       | 5,687                | 0                    | 9,000                 | 0                      | 0                     |
| 552000 Printing & Distribution              | 3,180                | 2,393                | 3,008                 | 4,042                  | 4,042                 |
| 553000 Facilities Services                  | 15,824               | 15,100               | 24,428                | 26,140                 | 26,140                |
| 554000 Communications Services              | 12,729               | 8,578                | 15,000                | 13,205                 | 13,205                |
| 555000 Data Processing Services             | 3,260                | 6,166                | 10,882                | 7,647                  | 7,647                 |
| 556000 Insurance                            | 8,963                | 8,563                | 8,332                 | 8,632                  | 8,632                 |
| 557000 Master Lease                         | 0                    | 0                    | 0                     | 0                      | 0                     |
| 558000 Same Fund Services                   | 0                    | 0                    | 0                     | 0                      | 0                     |
| 559000 Other Fund Services                  | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>Total Internal Materials and Service</b> | <b>49,643</b>        | <b>40,800</b>        | <b>70,650</b>         | <b>59,666</b>          | <b>59,666</b>         |
| <b>Total Materials and Services</b>         | <b>110,177</b>       | <b>225,353</b>       | <b>283,800</b>        | <b>321,956</b>         | <b>321,956</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                     |
| 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>\$ 470,064</b>    | <b>\$ 542,911</b>    | <b>\$ 654,243</b>     | <b>\$ 674,523</b>      | <b>\$ 674,523</b>     |



## Office of Government Relations AU 303

## FULL-TIME POSITIONS

| Class                            | Title                          | Actual<br>FY 1997 | Actual<br>FY 1998 | Revised<br>FY 1998-99 |                   | Approved<br>FY 1999-00 |                   | Adopted<br>FY 1999-00 |                   |
|----------------------------------|--------------------------------|-------------------|-------------------|-----------------------|-------------------|------------------------|-------------------|-----------------------|-------------------|
|                                  |                                | No.               | No.               | No.                   | Amount            | No.                    | Amount            | No.                   | Amount            |
| 230                              | Administrative Secretary       | 1                 | 0                 | 1                     | 18,000            | 0                      | 0                 | 0                     | 0                 |
| 807                              | Government Relations Assistant | 1                 | 1                 | 1                     | 47,022            | 1                      | 49,130            | 1                     | 49,130            |
| 810                              | Government Relations Director  | 1                 | 1                 | 1                     | 87,674            | 1                      | 90,924            | 1                     | 90,924            |
| 808                              | Government Relations Lobbyist  | 2                 | 2                 | 2                     | 125,930           | 2                      | 118,801           | 2                     | 118,801           |
| <b>TOTAL FULL-TIME POSITIONS</b> |                                | <b>5</b>          | <b>4</b>          | <b>5</b>              | <b>\$ 278,626</b> | <b>4</b>               | <b>\$ 258,855</b> | <b>4</b>              | <b>\$ 258,855</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     |            |   |
|  | 672,506 | 0        | 672,506           | 4.0        | FY 1999-2000 Current Service Level Estimate |
| <b>CSL Estimate Adjustments</b>                  |         |          |                   |            | None  |
| <b>Mayor's Proposed Budget Decisions</b>         |         |          |                   |            |   |
|  | 664     | 0        | 664               |            | City Hall Janitorial                        |
|  | 641     | 0        | 641               |            | Child Care                                  |
|  | 712     | 0        | 712               |            | BIT Interagency Agreement                   |
| <b>Approved Budget Additions and Reductions</b>  |         |          |                   |            | None  |
| <b>Adopted Budget Additions and Reductions</b>   |         |          |                   |            | None  |
|  | 2,017   | 0        | 2,017             | 0.0        | Total FY 1999-2000 Decision Packages        |
|  |         |          | <b>\$ 674,523</b> | <b>4.0</b> | Total Adopted Budget                        |
| <b>FY 1999-2000 Decision Packages Not Funded</b> |         |          |                   |            | None  |
|  |         |          | <b>\$ 0</b>       | <b>0.0</b> | Total Decision Packages Not Funded          |

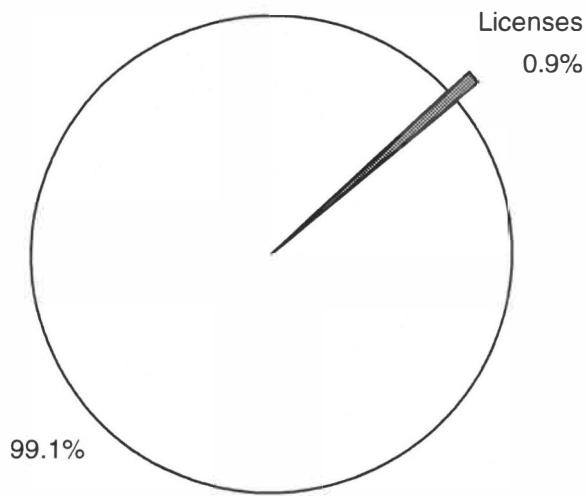
# Bureau of Licenses

Legislative, Administrative and Support Services Service Area

Jim Francesconi, Commissioner-in-Charge

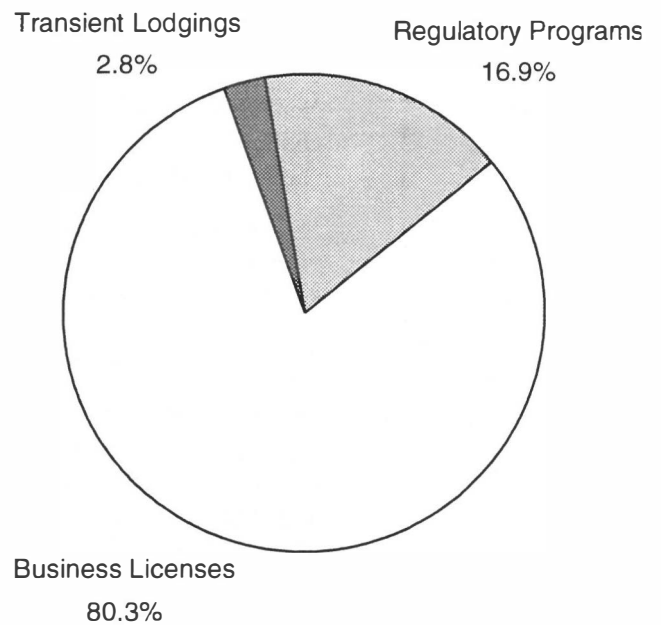
James Wadsworth, Director

Percent of General Fund



General Fund = \$349.4 Million

Bureau Programs



## Bureau Overview

| Expenditures in Millions                  | Revised<br>FY 1998-99 | Adopted<br>FY 1999-00 | Change from<br>Prior Year | Per Capita<br>Change |
|---|-----------------------|-----------------------|---------------------------|----------------------|
| Operating                                 | 3,039,286             | 3,214,814             | 175,528                   | 1.3%                 |
| Capital                                   | 0                     | 0                     | 0                         | 0.0%                 |
| Allocated City Overhead Costs             | 229,013               | 381,507               | 152,494                   | 59.5%                |
| <b>Total Cost with Allocated Overhead</b> | <b>\$ 3,268,299</b>   | <b>\$ 3,596,321</b>   | <b>\$ 328,022</b>         | <b>5.3%</b>          |
| Authorized Full-Time Positions            | 39                    | 40                    | 1                         | -1.8%                |

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

## Bureau Summary

### BUREAU MISSION

The mission of the Bureau of Licenses is to collect General Fund revenues, to improve public safety through regulatory programs, and to maintain a positive working relationship with the business community, neighborhoods, and individual citizens.

### BUREAU HIGHLIGHTS

#### Overview

The focus of the Bureau of Licenses is to identify, collect and audit a variety of business license fees and taxes paid by businesses in the City of Portland and Multnomah County. To meet this objective the bureau will continue to make effective use of a new Business License Information System and Web page to improve productivity and provide additional services to the business community.

#### Challenges

Maintaining revenue collections in the face of a softening economy will present additional challenges to the staff in the bureau. By using automated functions for many routine tasks, staff will be able to concentrate on licensing new businesses.

In cooperation with the Portland Development Commission and members of the business community, the bureau will continue to review tax policy with regard to achieving the City's economic development goals.

#### Revenues

##### Business License Program

The largest portion of the revenue collected is the consolidated Portland Business License/ Multnomah County Business Income Tax. It will generate about \$93 million for the two jurisdictions in FY 1999-00. A little over \$7 million of this amount in FY 1999-00 will come from a one-time .5% surcharge on County receipts which is dedicated for use by school districts in Multnomah County.

##### Transient Lodgings Program

The bureau collects the Transient Lodgings Tax, which generates over \$19.7 million for distribution to the City, County, and Portland Oregon Visitors Association.

##### Downtown Property Management Program

The bureau operates the Downtown Property Management Program, which provides over \$2.7 million annually for the Downtown Clean and Safe Program.

In FY 1999-00, the bureau will collect over \$115 million in revenues for the City, Multnomah County and other agencies.

#### Coordination & Regulation

##### Regulatory Programs

The bureau administers regulatory programs covering towing, taxi and other for-hire transportation, pay and park lots, secondhand dealers, amusement devices, social games, and liquor licensing. In FY 1999-00, the Regulatory Program will continue to be completely self-supporting from program fees and will use no General Fund discretionary funds.

**Film/Video & Special Events**

In addition, the bureau coordinates with other bureaus and agencies the permits for special events such as parades and runs, as well as film and video projects that require street closures or other similar types of interruptions within the City limits.

**Changes in FY 1999-00**

There were no significant changes to the budget in fiscal year 1999-00.

**New Director**

The bureau has a new director, and this fiscal year will be used to create a new business plan and determine what changes will be in effect for the next two-year budget cycle.

## General Description

### BUREAU OVERVIEW

#### Organizational Description

#### Revenue Collection

The primary mission of the Bureau of Licenses is to identify, collect and audit a variety of business license fees and taxes paid by businesses in the City of Portland and Multnomah County. The largest portion is the consolidated Portland Business License/Multnomah County Business Income Tax. It will generate about \$93 million for the two jurisdictions in FY 1999-00. A little over \$7 million of this amount in FY 1999-00 will come from a one-time .5% surcharge on County receipts which is dedicated for use by school districts in Multnomah County.

The bureau also collects the Transient Lodgings Tax, which generates over \$19.7 million for distribution to the City, Multnomah County, and to the Portland Oregon Visitors Association through the Convention and Tourism Fund.

In addition, the bureau administers the Downtown Property Management Program, which provides over \$2.7 million annually for the Downtown Clean and Safe Program.

In FY 1999-00, the bureau will collect over \$115 million in revenues for the City, Multnomah County and other agencies.

#### Event Coordination

In addition, the bureau coordinates with other bureaus and agencies in issuing the permits for special events such as parades and runs, film and video projects and other similar types of events within the City limits that require street closures.

#### Business Regulation

The Bureau of Licenses also administers regulatory programs which monitor the activities of towing, taxi transportation, pay and park lots, secondhand dealers, amusement devices, social games, and liquor licensing. In FY 1999-00, the Regulatory Program will continue to be completely self-supporting from program fees and will use no General Fund Discretionary dollars.

#### Operations

Operationally, the bureau will continue to incorporate information technology to automate many functions and improve the response time and accuracy of our customer service. During FY 1999-00 the bureau will be:

- ◆ Expanding the capabilities of the new Business License Information System (BLIS) that came on line in March 1998.
- ◆ Taking advantage of the Internet to make filing easier for the tax and fee payer.
- ◆ Continuing its efforts to create electronic filing and funds transfer capabilities.

In addition, the formal business process improvement strategy initiated in July 1998 to meet the bureaus' customers' needs will continue to be a priority.

**MAJOR ISSUES****Economic Impact**

The biggest challenge facing the Bureau of Licenses in FY 1999-00 will be maintaining current levels of revenue generation in the face of a slowing economy, international fiscal chaos, and merger mania. Not only do these factors generally weaken revenue collections, but they also add confusion and uncertainty within our customer base.

In cooperation with the Portland Development Commission and members of the business community, the bureau will continue to review tax policy with regard to achieving the City's economic development goals.

**Workload**

It is expected that audit, collection and customer service staff will all face increased challenges in assisting our customers with complying with requirements of the bureau's various programs. To meet these additional demands, processes are being streamlined and technology is being used to perform repetitive, standard functions as much as possible, freeing up staff time for customer service and dealing with exceptions.

The bureau will continue to focus on making effective use of its new Business License Information System and Web Page to improve productivity and provide additional services to the business community.

**CHANGES FROM PRIOR YEAR**

The bureau received an adjustment in its level of General Fund support to cover the costs of increased space and City campus network system for the bureau's new facility in the new Development Services Building at 1900 SW 4th Avenue.

## Strategic Direction

### VISION AND VALUES

#### Values

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

- ◆ **Innovation:** The bureau is constantly seeking new and better ways to accomplish its mission.
- ◆ **Flexibility:** The bureau is willing and able to shift resources within the bureau to address shifting workloads, demands and priorities.
- ◆ **Customer Relations:** The bureau is always seeking to make compliance with the bureau's programs as pleasant, easy and simple as possible.
- ◆ **Diversity:** The bureau values a diversified workforce and actively encourages each employee to accomplish their responsibilities creatively.
- ◆ **Professionalism:** The bureau is always seeking to improve the quality, quantity and accuracy of its work and to conduct its business with honesty, courtesy and high ethical standards.

### MANAGEMENT GOALS & OBJECTIVES

The Bureau of Licenses is in the planning stages of its goals and objectives for FY 1999-00. The primary focus will include:

- ◆ increasing the return on the City's investment in information technology;
- ◆ enhancing customer service; and
- ◆ increasing continuous process improvement.

### COUNCIL PRIORITIES

#### Council Issues and Priorities

##### Small Business Assistance

The bureau will participate in the small business initiative program that will involve City bureaus and outside agencies and associations. Although still in its conceptual stage, it is likely the program will offer professional advice, concentrated education, and financing to existing and new small businesses in Portland.

##### Business Improvement Districts

The bureau will assist in the development and administration of business improvement districts throughout the City. Although still in their design stage, the districts will offer economic development services.



**For-Hire Transportation**

In order to provide cost effective, common sense regulation, the bureau continues to work with representatives of Port of Portland, Portland Oregon Visitors Association, Tri-Met, the taxi/ground transportation industry and citizens to promote service quality standards and ensure public safety. Progress is being made regarding the issue of compliance of the 3-tiered rate structure of shuttles, taxicabs and limited passenger transportation, and luxury sedans, and ensuring reliable, affordable service to any person in every part of town.

## Overview of Programs

### BUSINESS LICENSES

The Business License Program is the second largest source of General Fund revenue for the City. Receipts are expected to be in excess of \$50 million in FY 1999-00. This program is jointly administered with the Multnomah County Business Income Tax (MCBIT), generating an additional \$43 million for the County. In FY 1999-00 a one-time surcharge of .5% will be collected under MCBIT which will generate over \$7 million for school districts in the County.

Under this program, staff identify businesses subject to the Business License law and MCBIT, collect accounts, maintain accurate records, audit accounts for accuracy, and assist businesses in complying with the law. For budget purposes, this program includes the Downtown Property Management Program and the Film/Video and Special Events Coordination.

### REGULATORY PROGRAMS

The Regulatory Program involves investigating, monitoring, and issuing various regulatory permits. These permits cover secondhand dealers, pay and park lots, social games, amusement devices, taxicabs, and towing companies. This program is also responsible for the City's liquor license recommendation process.

Under intergovernmental agreements, this program administers the secondhand dealer program for Multnomah County and contract towing for Portland International Airport and the Multnomah County Sheriff.

### TRANSIENT LODGINGS

The Transient Lodgings Tax Program is the fourth largest source of General Fund revenue for the City, with receipts expected to exceed \$10 million in FY 1999-00.

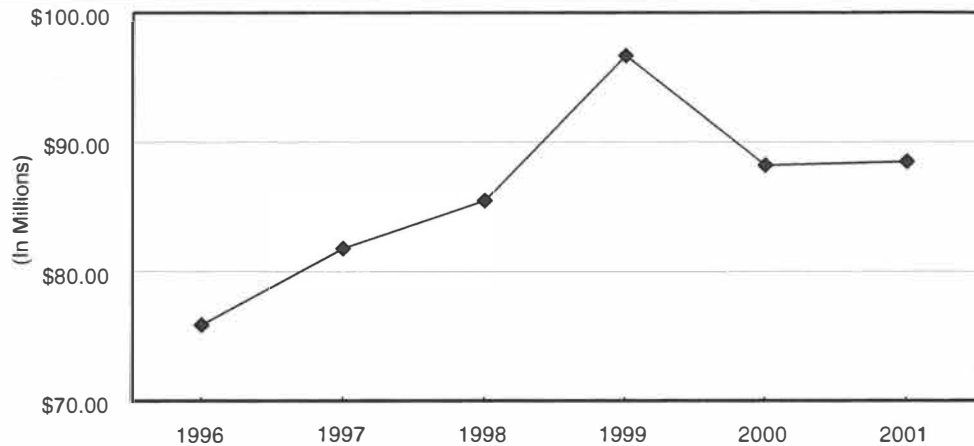
The program includes identifying operators subject to the tax, collecting fees, auditing accounts for accuracy, maintaining records, and providing assistance to operators in payment of the tax. The City continues to collect this tax for Multnomah County within the boundaries of Portland.

This program also provides approximately \$2 million in funding for the Portland Oregon Visitors Association to support tourism activity.

## Performance Measures

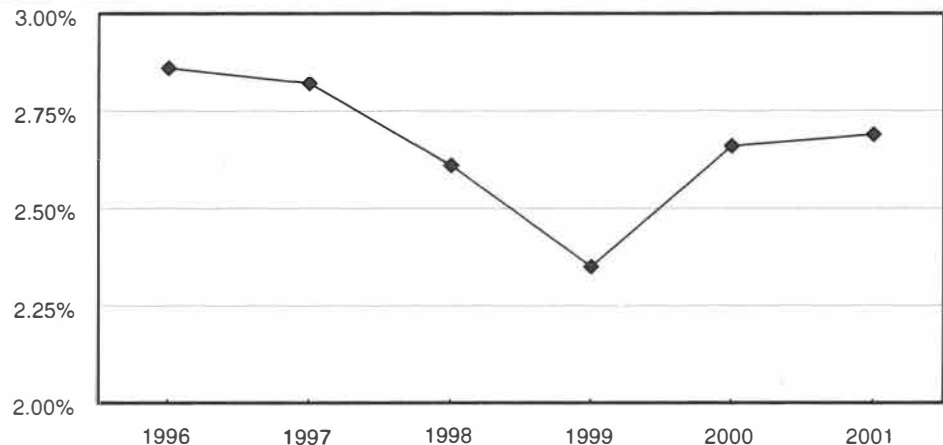
### Business Licenses Total Revenue Collected

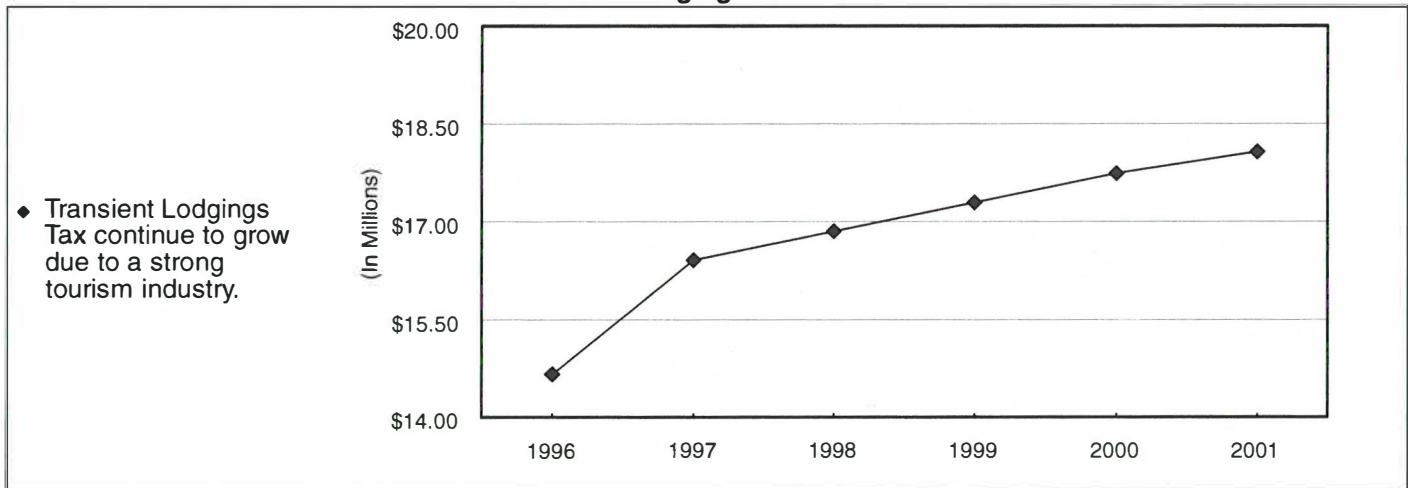
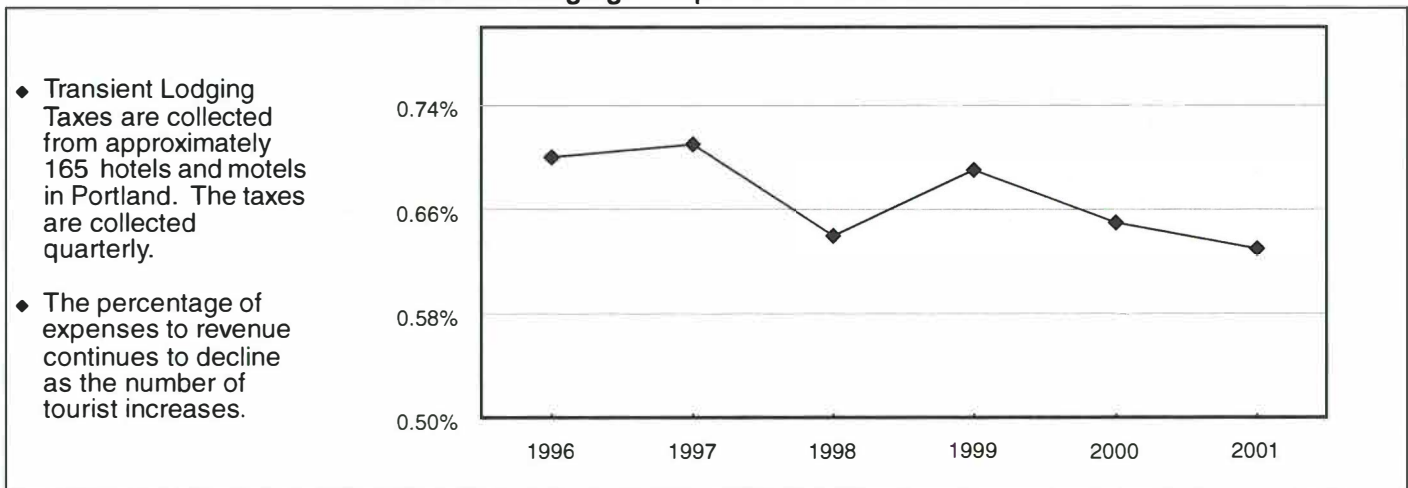
- ◆ As the bureau continues to administer new programs, collection of revenue continues to increase.
- ◆ The increase in revenues from 1996 to 1997 resulted from code amendments made to receive payments quarterly instead of annually.
- ◆ The metropolitan economy grew in past years, although it is expected to level off in the near future.



### Expenses as a Percent of Revenue

- ◆ Starting in FY 1993-94 expenses have been calculated against both BL and MCBIT revenues to give a more accurate representation.
- ◆ Slight increases in various years are indicative of costs associated with Business License Information System application development project.



**Transient Lodging Tax Collected****Transient Lodgings - Expenses as % of Revenues**

|   | Actual<br>FY 1995-96 | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Yr End Est.<br>FY 1998-99 | Target<br>FY 1999-00 | Target<br>FY 2000-01 |
|---|----------------------|----------------------|----------------------|---------------------------|----------------------|----------------------|
| <b>Business Licenses</b>                                |                      |                      |                      |                           |                      |                      |
| <b>Workload</b>   |                      |                      |                      |                           |                      |                      |
| Business Licenses - No. of Monetary Transactions        | 55,665               | 54,991               | 174,808              | 225,799                   | 257,410              | 226,520              |
| <b>Effectiveness</b>                                    |                      |                      |                      |                           |                      |                      |
| Business Licenses -- Total Revenue Collected            | \$75.87              | \$81.77              | \$85.44              | \$96.67                   | \$88.21              | \$88.48              |
| <b>Efficiency</b>                                       |                      |                      |                      |                           |                      |                      |
| Business Licenses - % Expenses are of revenue           | 2.86%                | 2.82%                | 2.61%                | 2.35%                     | 2.66%                | 2.69%                |
| <b>Regulatory Programs</b>                              |                      |                      |                      |                           |                      |                      |
| <b>Workload</b>   |                      |                      |                      |                           |                      |                      |
| Regulatory Permits - No. of Permits                     | 6,865                | 7,020                | 6,806                | 6,806                     | 6,800                | 6,800                |
| <b>Effectiveness</b>                                    |                      |                      |                      |                           |                      |                      |
| Regulatory - Length of Time Handling Liquor Apps        | 0                    | 56                   | 56                   | 54                        | 54                   | 54                   |
| <b>Efficiency</b>                                       |                      |                      |                      |                           |                      |                      |
| Regulatory - % of Expenses per Permit                   | 1.6491%              | 1.4872%              | 1.5370%              | 1.2534%                   | 1.2379%              | 1.2237%              |
| <b>Transient Lodgings</b>                               |                      |                      |                      |                           |                      |                      |
| <b>Workload</b>   |                      |                      |                      |                           |                      |                      |
| Transient Lodging - No. of Hotel/Motel Audits Performed | 40                   | 25                   | 27                   | 35                        | 30                   | 30                   |
| <b>Effectiveness</b>                                    |                      |                      |                      |                           |                      |                      |
| Transient Lodging Tax Collected                         | \$14.66              | \$16.41              | \$16.85              | \$17.29                   | \$17.74              | \$18.07              |
| <b>Efficiency</b>                                       |                      |                      |                      |                           |                      |                      |
| Transient Lodging % Expenses are of Revenue             | 0.70%                | 0.71%                | 0.64%                | 0.69%                     | 0.65%                | 0.63%                |

|   | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>EXPENDITURES</b>   |                      |                      |                       |                        |                       |
| <b>Operating Budget</b>   |                      |                      |                       |                        |                       |
| Personal Services   | 2,033,690            | 2,136,897            | 2,368,829             | 2,441,054              | 2,446,871             |
| External Materials and Service  | 115,035              | 124,091              | 249,647               | 152,978                | 267,127               |
| Internal Materials and Service  | 587,181              | 544,889              | 420,810               | 528,393                | 500,816               |
| Minor Capital Outlay  | 0                    | 0                    | 0                     | 0                      | 0                     |
| Equipment Cash Transfers  | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>Total Operating Budget</b>   | 2,735,906            | 2,805,877            | 3,039,286             | 3,122,425              | 3,214,814             |
| Capital Improvements  | 156,780              | 35,131               | 0                     | 0                      | 0                     |
| <b>TOTAL BUREAU EXPENDITURES</b>  | <b>\$ 2,892,686</b>  | <b>\$ 2,841,008</b>  | <b>\$ 3,039,286</b>   | <b>\$ 3,122,425</b>    | <b>\$ 3,214,814</b>   |
| Allocated Overhead Costs  |                      |                      | 229,013               | 433,054                | 381,507               |
| <b>Total Cost with Allocated Overhead</b>   |                      |                      | 3,268,299             | 3,611,329              | 3,596,321             |
| <b>Authorized Full-Time Positions</b>   |                      |                      |                       |                        |                       |
| General Fund Discretionary  | 31                   | 31                   | 33                    | 33                     | 33                    |
| <b>TOTAL POSITIONS</b>  | <b>38</b>            | <b>39</b>            | <b>37</b>             | <b>40</b>              | <b>40</b>             |
| <b>RESOURCES</b>  |                      |                      |                       |                        |                       |
| Discretionary General Fund  |                      | 1,753,406            | 1,951,473             | 2,002,876              | 2,095,268             |
| <b>Non-Discretionary Revenues</b>   |                      |                      |                       |                        |                       |
| Grants & Donations  |                      | 0                    | 0                     | 0                      | 0                     |
| Contract Revenues   |                      | 496,501              | 512,886               | 528,273                | 528,273               |
| Interagency Revenues  |                      | 50,641               | 52,082                | 52,967                 | 52,967                |
| Bureau Program Revenues   |                      | 540,460              | 522,845               | 538,309                | 538,306               |
| Overhead Revenues   |                      | 0                    | 0                     | 0                      | 0                     |
| <b>Total Non-Discretionary Revenues</b>   |                      | 1,087,602            | 1,087,813             | 1,119,549              | 1,119,546             |
| <b>TOTAL GENERAL FUND RESOURCES</b>   |                      | <b>\$ 2,841,008</b>  | <b>\$ 3,039,286</b>   | <b>\$ 3,122,425</b>    | <b>\$ 3,214,814</b>   |
| Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.         |                      |                      |                       |                        |                       |
| Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue. |                      |                      |                       |                        |                       |
| <b>PROGRAMS</b>   |                      |                      |                       |                        |                       |
| Business Licenses   |                      | 2,286,895            | 2,413,575             | 2,489,963              | 2,582,352             |
| Positions   |                      | 30                   | 32                    | 32                     | 32                    |
|   |                      | 0                    | 0                     | 0                      | 0                     |
| Positions   |                      | 0                    | 0                     | 0                      | 0                     |
| Regulatory Programs   |                      | 442,820              | 543,000               | 543,000                | 543,000               |
| Positions   |                      | 7                    | 7                     | 7                      | 7                     |
| Transient Lodgings  |                      | 111,293              | 82,711                | 89,462                 | 89,462                |
| Positions   |                      | 1                    | 1                     | 1                      | 1                     |
| <b>TOTAL PROGRAMS</b>   |                      | <b>\$ 2,841,008</b>  | <b>\$ 3,039,286</b>   | <b>\$ 3,122,425</b>    | <b>\$ 3,214,814</b>   |
| Positions   |                      | <b>38</b>            | <b>40</b>             | <b>40</b>              | <b>40</b>             |

## Bureau of Licenses AU 316

## LINE ITEM DETAIL

|   | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>Personnel Services</b>                   |                      |                      |                       |                        |                       |
| 511000 Full-Time Employees                  | 1,242,515            | 1,278,969            | 1,716,831             | 1,744,714              | 1,749,355             |
| 512000 Part-Time Employees                  | 19,420               | 16,465               | 16,350                | 9,315                  | 9,315                 |
| 514000 Overtime                             | 5,169                | 2,249                | 0                     | 0                      | 0                     |
| 517000 Benefits                             | 544,769              | 575,569              | 635,648               | 687,025                | 688,201               |
| 518000 Paid Absence                         | 221,817              | 263,645              | 0                     | 0                      | 0                     |
| <b>Total Personnel Services</b>             | <b>2,033,690</b>     | <b>2,136,897</b>     | <b>2,368,829</b>      | <b>2,441,054</b>       | <b>2,446,871</b>      |
| <b>Materials and Services</b>               |                      |                      |                       |                        |                       |
| <b>External Materials and Service</b>       |                      |                      |                       |                        |                       |
| 521000 Professional Services                | 114,044              | 9,450                | 55,000                | 25,000                 | 138,568               |
| 522000 Utilities                            | 0                    | 0                    | 0                     | 0                      | 0                     |
| 523000 Equipment Rental                     | 0                    | 0                    | 0                     | 0                      | 0                     |
| 524000 Repair & Maintenance Services        | 5,109                | 4,376                | 10,600                | 5,500                  | 5,500                 |
| 525000 Non-Capital Improvement              | 0                    | 0                    | 0                     | 0                      | 0                     |
| 528000 Local Match Payments                 | 0                    | 0                    | 0                     | 0                      | 0                     |
| 529000 Miscellaneous Services               | 10,395               | 25,746               | 13,090                | 12,389                 | 12,389                |
| 531000 Office Supplies                      | 72,847               | 32,553               | 37,082                | 27,025                 | 27,025                |
| 532000 Operating Supplies                   | 0                    | 5,756                | 22,000                | 24,999                 | 24,999                |
| 533000 Repair & Maintenance Supplies        | 0                    | 0                    | 0                     | 0                      | 0                     |
| 534000 Minor Equipment & Tools              | 41,876               | 58,382               | 67,000                | 25,200                 | 25,200                |
| 535000 Clothing & Uniforms                  | 0                    | 0                    | 0                     | 0                      | 0                     |
| 539000 Other Commodities External           | 0                    | 0                    | 0                     | 0                      | 0                     |
| 541000 Education                            | 14,055               | 8,219                | 27,100                | 18,865                 | 18,865                |
| 542000 Local Travel                         | 8,130                | 6,952                | 13,080                | 8,000                  | 8,000                 |
| 543000 Out-of-Town Travel                   | 285                  | 1,421                | 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                        | 5,074                | 6,367                | 4,695                 | 6,000                  | 6,581                 |
| <b>Total External Materials and Service</b> | <b>271,815</b>       | <b>159,222</b>       | <b>249,647</b>        | <b>152,978</b>         | <b>267,127</b>        |
| <b>Internal Materials and Service</b>       |                      |                      |                       |                        |                       |
| 551000 Fleet Services                       | 0                    | 0                    | 0                     | 0                      | 0                     |
| 552000 Printing & Distribution              | 80,932               | 65,974               | 65,283                | 72,446                 | 72,446                |
| 553000 Facilities Services                  | 111,701              | 128,086              | 156,115               | 314,203                | 299,982               |
| 554000 Communications Services              | 33,805               | 34,233               | 39,267                | 38,078                 | 38,078                |
| 555000 Data Processing Services             | 240,435              | 216,291              | 49,352                | 50,663                 | 37,307                |
| 556000 Insurance                            | 38,497               | 42,147               | 39,095                | 40,503                 | 40,503                |
| 557000 Master Lease                         | 59,724               | 53,211               | 59,448                | 0                      | 0                     |
| 558000 Same Fund Services                   | 4,395                | 4,947                | 1,750                 | 1,750                  | 1,750                 |
| 559000 Other Fund Services                  | 17,692               | 0                    | 10,500                | 10,750                 | 10,750                |
| <b>Total Internal Materials and Service</b> | <b>587,181</b>       | <b>544,889</b>       | <b>420,810</b>        | <b>528,393</b>         | <b>500,816</b>        |
| <b>Total Materials and Services</b>         | <b>858,996</b>       | <b>704,111</b>       | <b>670,457</b>        | <b>681,371</b>         | <b>767,943</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                     |
| 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>\$ 2,892,686</b>  | <b>\$ 2,841,008</b>  | <b>\$ 3,039,286</b>   | <b>\$ 3,122,425</b>    | <b>\$ 3,214,814</b>   |

**Bureau of Licenses AU 316**
**FULL-TIME POSITIONS**

| Class                            | Title                           | Actual<br>FY 1997 | Actual<br>FY 1998 | Revised<br>FY 1998-99 |                     | Approved<br>FY 1999-00 |                     | Adopted<br>FY 1999-00 |                     |
|----------------------------------|---------------------------------|-------------------|-------------------|-----------------------|---------------------|------------------------|---------------------|-----------------------|---------------------|
|                                  |                                 | No.               | No.               | No.                   | Amount              | No.                    | Amount              | No.                   | Amount              |
| 819                              | Administrative Assistant        | 1                 | 1                 | 0                     | 0                   | 0                      | 0                   | 0                     | 0                   |
| 815                              | Administrative Specialist       | 0                 | 1                 | 1                     | 31,443              | 1                      | 27,226              | 1                     | 27,226              |
| 922                              | Administrative Supervisor II    | 2                 | 0                 | 1                     | 52,485              | 1                      | 54,433              | 1                     | 54,433              |
| 2534                             | Applications Analyst IV         | 0                 | 0                 | 1                     | 58,894              | 1                      | 62,305              | 1                     | 62,305              |
| 535                              | Assistant Management Auditor    | 3                 | 1                 | 1                     | 40,231              | 1                      | 45,392              | 1                     | 45,392              |
| 2220                             | Assistant Regulatory Specialist | 2                 | 3                 | 3                     | 107,719             | 3                      | 114,504             | 3                     | 114,504             |
| 114                              | Clerical Specialist             | 8                 | 8                 | 8                     | 242,346             | 8                      | 229,261             | 8                     | 229,261             |
| 2210                             | Field Representative            | 7                 | 6                 | 6                     | 222,994             | 6                      | 222,004             | 6                     | 226,645             |
| 2211                             | Field Representative II         | 3                 | 4                 | 4                     | 155,205             | 4                      | 155,543             | 4                     | 155,543             |
| 2213                             | License Bureau Director         | 1                 | 1                 | 1                     | 83,290              | 1                      | 86,376              | 1                     | 86,376              |
| 536                              | Management Auditor              | 1                 | 3                 | 3                     | 153,070             | 3                      | 161,141             | 3                     | 161,141             |
| 116                              | Office Manager                  | 1                 | 0                 | 0                     | 0                   | 0                      | 0                   | 0                     | 0                   |
| 2545                             | Principal Info Systems Analyst  | 0                 | 0                 | 1                     | 57,588              | 1                      | 59,941              | 1                     | 59,941              |
| 968                              | Program Manager I               | 3                 | 5                 | 5                     | 273,481             | 5                      | 277,278             | 5                     | 277,278             |
| 964                              | Program Specialist              | 1                 | 1                 | 1                     | 49,913              | 1                      | 54,214              | 1                     | 54,214              |
| 2222                             | Regulatory Specialist           | 4                 | 4                 | 4                     | 188,172             | 4                      | 195,096             | 4                     | 195,096             |
| <b>TOTAL FULL-TIME POSITIONS</b> |                                 | <b>37</b>         | <b>38</b>         | <b>40</b>             | <b>\$ 1,716,831</b> | <b>40</b>              | <b>\$ 1,744,714</b> | <b>40</b>             | <b>\$ 1,749,355</b> |



# Bureau of Licenses AU 316

## 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 |      |   |
| CSL Estimate Adjustments                 | 3,055,082 | 0        | 3,055,082     | 40.0 | FY 1999-2000 Current Service Level Estimate |
| Mayor's Proposed Budget Decisions        |           |          |               |      | None  |
|  | 18,349    | 0        | 18,349        | 0.0  | Backbone                                    |
|  | 3,088     | 0        | 3,088         | 0.0  | Child Care Facility                         |
|  | 43,101    | 0        | 43,101        | 0.0  | Space Rent increase                         |
|  | 2,805     | 0        | 2,805         | 0.0  | BIT interagency agreement                   |
| Approved Budget Additions and Reductions |           |          |               |      | None  |
| Adopted Budget Additions and Reductions  |           |          |               |      |   |
|  | 12,389    | 0        | 12,389        | 0.0  | IT position adjustment                      |
|  | 80,000    | 0        | 80,000        | 0.0  | Carryover Works Process Improvement         |
|  | 159,732   | 0        | 159,732       | 0.0  | Total FY 1999-2000 Decision Packages        |
|  |           |          | \$ 3,214,814  | 40.0 | Total Adopted Budget                        |
| FY1999-2000 Decision Packages Not Funded |           |          |               |      | None  |
|  |           |          | \$ 0          | 0.0  | Total Decision Packages Not Funded          |

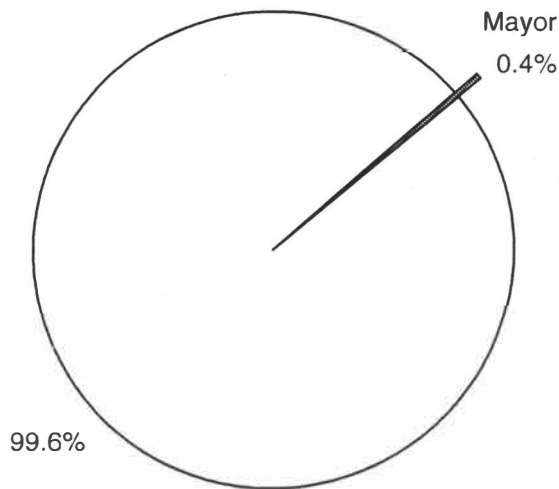


# Office of the Mayor

Legislative, Administrative and Support Services Service Area

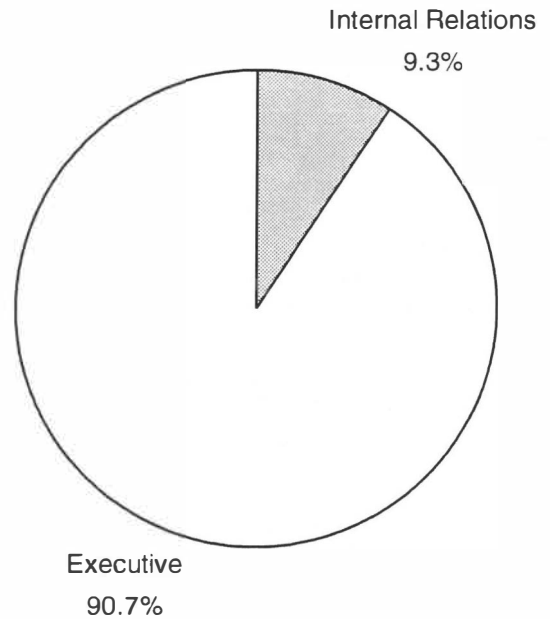
Mayor Vera Katz, Commissioner-in-Charge

Percent of General Fund



General Fund = \$349.4 Million

Bureau Programs



Bureau Overview

| Expenditures in Millions                  | Revised<br>FY 1998-99 | Adopted<br>FY 1999-00 | Change from<br>Prior Year | Per Capita<br>Change |
|---|-----------------------|-----------------------|---------------------------|----------------------|
| Operating                                 | 1,410,196             | 1,356,165             | (54,031)                  | -7.9%                |
| Capital                                   | 0                     | 0                     | 0                         | 0.0%                 |
| Allocated City Overhead Costs             | 0                     | 0                     | 0                         | 0.0%                 |
| <b>Total Cost with Allocated Overhead</b> | <b>\$ 1,410,196</b>   | <b>\$ 1,356,165</b>   | <b>\$ (54,031)</b>        | <b>-7.9%</b>         |
| Authorized Full-Time Positions            | 16                    | 16                    | 0                         | -4.3%                |

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

## Bureau Summary

### BUREAU MISSION

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

### BUREAU HIGHLIGHTS

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

# General Description

## BUREAU OVERVIEW

As a member of the City Council, Mayor Katz oversees various bureaus. These include:

- ◆ The Office of the City Attorney,
- ◆ The Office of Finance and Administration,
- ◆ The Bureau of Police,
- ◆ The Bureau of Planning,
- ◆ The Bureau of Purchasing,
- ◆ The Office of Governmental Relations, and
- ◆ The Portland Development Commission.

Being the general representative of the City, the Mayor also maintains liaison responsibilities for various organizations. These include:

- ◆ Co-chairing the Portland Multnomah Progress Board,
- ◆ The Regional Arts and Cultural Council,
- ◆ The Police Internal Investigations Auditing Committee,
- ◆ The Portland/Oregon Visitors Association, and
- ◆ The METRO Policy Advisory Committee (MPAC).

# Strategic Direction

## MANAGEMENT GOALS & OBJECTIVES

The Katz administration envisions a safe and prosperous Portland, with a superior quality of life, a responsive and accountable government, and an involved citizenry. In pursuing this vision, Mayor Katz has the following goals and objectives:

- ◆ Guide the successful operation of the office of the Mayor, the City Council, and the Mayor's portfolio of bureaus.
- ◆ Implement the Mayor's workplan to address the city's critical needs. Anticipate and identify current and emerging local issues and develop the best program and policy options to address them. Lead and facilitate Portland's efforts to internationalize our community and region.
- ◆ Proactively create comprehensive strategies that effectively communicate the vision, goals, and priorities of the Mayor and her administration to the public.
- ◆ Serve as the Mayor's advocate for city constituents and provide accurate and timely information to the public. Assist in problem solving and develop recommendations to promote more responsive public services.
- ◆ Manage office resources with foresight and efficiency to assist the office in accomplishing its objectives and aid communication both within the office and to outside groups.

# Overview of Programs

## ADMINISTRATIVE/EXECUTIVE

### Coordination and Constituent Service

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

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

### Education Advocate

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

### Workforce Development

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

## INTERNATIONAL RELATIONS

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

## RDI COMMUNITY PARTNERSHIP GRANT

In addition to other program areas, the Office of the Mayor maintains fiscal oversight over the Regional Drug Initiative (RDI) Community Partnership Grant. This important grant provides opportunities for reduction of substance abuse in our community.

## PROGRESS BOARD

The Portland Multnomah Progress Board was established to identify and report on indicators (benchmarks) that gauge whether the community is meeting its goals and vision for the future. The Progress Board was housed in the County Auditor's Office from 1996 to 1999, and the Mayor's Office provided partial support.

As of January 4, 1999, the Progress Board moved to the City Auditor's Office. Funding from the Mayor's Office has been transferred to the Auditor's Office budget. Because of the change, the Progress Board program in the Mayor's Office budget is not in use.

|   | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>EXPENDITURES</b>   |                      |                      |                       |                        |                       |
| <b>Operating Budget</b>   |                      |                      |                       |                        |                       |
| Personal Services   | 1,166,296            | 1,000,791            | 1,048,619             | 1,090,896              | 1,090,896             |
| External Materials and Service  | 128,222              | 162,293              | 148,293               | 37,142                 | 37,142                |
| Internal Materials and Service  | 175,749              | 152,050              | 213,284               | 246,296                | 228,127               |
| Minor Capital Outlay  | 0                    | 0                    | 0                     | 0                      | 0                     |
| Equipment Cash Transfers  | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>Total Operating Budget</b>   | 1,470,267            | 1,315,134            | 1,410,196             | 1,374,334              | 1,356,165             |
| Capital Improvements  | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>TOTAL BUREAU EXPENDITURES</b>  | <b>\$ 1,470,267</b>  | <b>\$ 1,315,134</b>  | <b>\$ 1,410,196</b>   | <b>\$ 1,374,334</b>    | <b>\$ 1,356,165</b>   |
| Allocated Overhead Costs  |                      |                      | 0                     | 0                      | 0                     |
| <b>Total Cost with Allocated Overhead</b>   |                      |                      | 1,410,196             | 1,374,334              | 1,356,165             |
| <b>Authorized Full-Time Positions</b>   |                      |                      |                       |                        |                       |
| General Fund Discretionary  | 7                    | 7                    | 7                     | 6                      | 6                     |
| <b>TOTAL POSITIONS</b>  | <b>17</b>            | <b>16</b>            | <b>16</b>             | <b>16</b>              | <b>16</b>             |
| <b>RESOURCES</b>  |                      |                      |                       |                        |                       |
| Discretionary General Fund  |                      | 594,133              | 611,183               | 499,516                | 514,870               |
| <b>Non-Discretionary Revenues</b>   |                      |                      |                       |                        |                       |
| Grants & Donations  |                      | 0                    | 0                     | 0                      | 0                     |
| Contract Revenues   |                      | 0                    | 0                     | 0                      | 0                     |
| Interagency Revenues  |                      | 0                    | 0                     | 0                      | 0                     |
| Bureau Program Revenues   |                      | 113,769              | 62,818                | 83,817                 | 65,648                |
| Overhead Revenues   |                      | 607,232              | 736,195               | 791,001                | 775,647               |
| <b>Total Non-Discretionary Revenues</b>   |                      | 721,001              | 799,013               | 874,818                | 841,295               |
| <b>TOTAL GENERAL FUND RESOURCES</b>   |                      | <b>\$ 1,315,134</b>  | <b>\$ 1,410,196</b>   | <b>\$ 1,374,334</b>    | <b>\$ 1,356,165</b>   |
| Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.         |                      |                      |                       |                        |                       |
| Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue. |                      |                      |                       |                        |                       |
| <b>PROGRAMS</b>   |                      |                      |                       |                        |                       |
| Administrative/Executive  |                      | 1,114,945            | 1,189,688             | 1,248,364              | 1,230,195             |
| Positions   |                      | 12                   | 14                    | 14                     | 14                    |
| International Relations   |                      | 114,641              | 133,641               | 125,970                | 125,970               |
| Positions   |                      | 4                    | 2                     | 2                      | 2                     |
| RDI Community Partnership Grant   |                      | 0                    | 0                     | 0                      | 0                     |
| Positions   |                      | 0                    | 0                     | 0                      | 0                     |
| Progress Board  |                      | 85,548               | 86,867                | 0                      | 0                     |
| Positions   |                      | 0                    | 0                     | 0                      | 0                     |
| <b>TOTAL PROGRAMS</b>   |                      | <b>\$ 1,315,134</b>  | <b>\$ 1,410,196</b>   | <b>\$ 1,374,334</b>    | <b>\$ 1,356,165</b>   |
| Positions   |                      | <b>16</b>            | <b>16</b>             | <b>16</b>              | <b>16</b>             |



|   |                               | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|-------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>Personnel Services</b>                   |                               |                      |                      |                       |                        |                       |
| 511000                                      | Full-Time Employees           | 722,568              | 624,374              | 721,738               | 784,370                | 784,370               |
| 512000                                      | Part-Time Employees           | 77,990               | 46,094               | 63,163                | 0                      | 0                     |
| 514000                                      | Overtime                      | 484                  | 0                    | 0                     | 0                      | 0                     |
| 517000                                      | Benefits                      | 284,574              | 253,035              | 263,718               | 306,526                | 306,526               |
| 518000                                      | Paid Absence                  | 80,680               | 77,288               | 0                     | 0                      | 0                     |
| <b>Total Personnel Services</b>             |                               | 1,166,296            | 1,000,791            | 1,048,619             | 1,090,896              | 1,090,896             |
| <b>Materials and Services</b>               |                               |                      |                      |                       |                        |                       |
| <b>External Materials and Service</b>       |                               |                      |                      |                       |                        |                       |
| 521000                                      | Professional Services         | 16,702               | 15,240               | 3,500                 | 3,500                  | 3,500                 |
| 522000                                      | Utilities                     | 0                    | 0                    | 0                     | 0                      | 0                     |
| 523000                                      | Equipment Rental              | 0                    | 0                    | 0                     | 0                      | 0                     |
| 524000                                      | Repair & Maintenance Services | 7,497                | 6,103                | 1,413                 | 1,413                  | 1,413                 |
| 525000                                      | Non-Capital Improvement       | 0                    | 0                    | 0                     | 0                      | 0                     |
| 528000                                      | Local Match Payments          | 0                    | 0                    | 0                     | 0                      | 0                     |
| 529000                                      | Miscellaneous Services        | 22,866               | 104,362              | 95,507                | 8,640                  | 8,640                 |
| 531000                                      | Office Supplies               | 6,207                | 4,615                | 4,750                 | 4,750                  | 4,750                 |
| 532000                                      | Operating Supplies            | 0                    | 0                    | 1,000                 | 1,000                  | 1,000                 |
| 533000                                      | Repair & Maintenance Supplies | 0                    | 0                    | 0                     | 0                      | 0                     |
| 534000                                      | Minor Equipment & Tools       | 0                    | 1,141                | 25,785                | 1,500                  | 1,500                 |
| 535000                                      | Clothing & Uniforms           | 0                    | 0                    | 0                     | 0                      | 0                     |
| 539000                                      | Other Commodities External    | 10,672               | 3,399                | 3,580                 | 3,580                  | 3,580                 |
| 541000                                      | Education                     | 1,757                | 745                  | 400                   | 400                    | 400                   |
| 542000                                      | Local Travel                  | 845                  | 0                    | 0                     | 0                      | 0                     |
| 543000                                      | Out-of-Town Travel            | 12,887               | 5,736                | 4,500                 | 4,500                  | 4,500                 |
| 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                 | 48,789               | 20,952               | 7,858                 | 7,859                  | 7,859                 |
| <b>Total External Materials and Service</b> |                               | 128,222              | 162,293              | 148,293               | 37,142                 | 37,142                |
| <b>Internal Materials and Service</b>       |                               |                      |                      |                       |                        |                       |
| 551000                                      | Fleet Services                | 880                  | 5,818                | 4,602                 | 3,021                  | 3,021                 |
| 552000                                      | Printing & Distribution       | 34,001               | 24,338               | 23,664                | 41,934                 | 29,854                |
| 553000                                      | Facilities Services           | 53,317               | 49,859               | 103,343               | 110,432                | 110,432               |
| 554000                                      | Communications Services       | 29,117               | 22,835               | 26,177                | 24,617                 | 24,617                |
| 555000                                      | Data Processing Services      | 30,470               | 20,376               | 24,615                | 34,558                 | 28,469                |
| 556000                                      | Insurance                     | 27,021               | 27,797               | 29,183                | 30,234                 | 30,234                |
| 557000                                      | Master Lease                  | 0                    | 0                    | 0                     | 0                      | 0                     |
| 558000                                      | Same Fund Services            | 943                  | 1,027                | 1,700                 | 1,500                  | 1,500                 |
| 559000                                      | Other Fund Services           | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>Total Internal Materials and Service</b> |                               | 175,749              | 152,050              | 213,284               | 246,296                | 228,127               |
| <b>Total Materials and Services</b>         |                               | 303,971              | 314,343              | 361,577               | 283,438                | 265,269               |
| <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                     |
| 568000                                      | Other Capital Expenditure     | 0                    | 0                    | 0                     | 0                      | 0                     |
| 569000                                      | Depreciation                  | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>Total Capital Outlay</b>                 |                               | 0                    | 0                    | 0                     | 0                      | 0                     |
| 573000                                      | Equipment Cash Transfers      | 0                    | 0                    | 0                     | 0                      | 0                     |
| 576000                                      | Minor Equipment Transfers     | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>TOTAL BUREAU EXPENSES</b>                |                               | \$ 1,470,267         | \$ 1,315,134         | \$ 1,410,196          | \$ 1,374,334           | \$ 1,356,165          |

| Class                            | Title                          | Actual<br>FY 1997 | Actual<br>FY 1998 | Revised<br>FY 1998-99 |                   | Approved<br>FY 1999-00 |                   | Adopted<br>FY 1999-00 |                   |
|----------------------------------|--------------------------------|-------------------|-------------------|-----------------------|-------------------|------------------------|-------------------|-----------------------|-------------------|
|                                  |                                | No.               | No.               | No.                   | Amount            | No.                    | Amount            | No.                   | Amount            |
| 230                              | Administrative Secretary       | 3                 | 3                 | 1                     | 31,779            | 1                      | 32,949            | 1                     | 32,949            |
| 821                              | Commissioners Assistant I      | 5                 | 5                 | 4                     | 173,011           | 11                     | 526,625           | 11                    | 526,625           |
| 822                              | Commissioners Assistant II     | 3                 | 3                 | 6                     | 250,229           | 0                      | 0                 | 0                     | 0                 |
| 823                              | Commissioners Assistant III    | 1                 | 1                 | 1                     | 52,012            | 0                      | 0                 | 0                     | 0                 |
| 7492                             | Community Relations Specialist | 1                 | 1                 | 0                     | 0                 | 0                      | 0                 | 0                     | 0                 |
| 824                              | Executive Assistant            | 1                 | 1                 | 1                     | 71,407            | 1                      | 74,073            | 1                     | 74,073            |
| 1                                | Mayor                          | 1                 | 1                 | 1                     | 88,928            | 1                      | 92,224            | 1                     | 92,224            |
| 900                              | Staff Assistant                | 2                 | 1                 | 2                     | 54,372            | 2                      | 58,499            | 2                     | 58,499            |
| <b>TOTAL FULL-TIME POSITIONS</b> |                                | <b>17</b>         | <b>16</b>         | <b>16</b>             | <b>\$ 721,738</b> | <b>16</b>              | <b>\$ 784,370</b> | <b>16</b>             | <b>\$ 784,370</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.

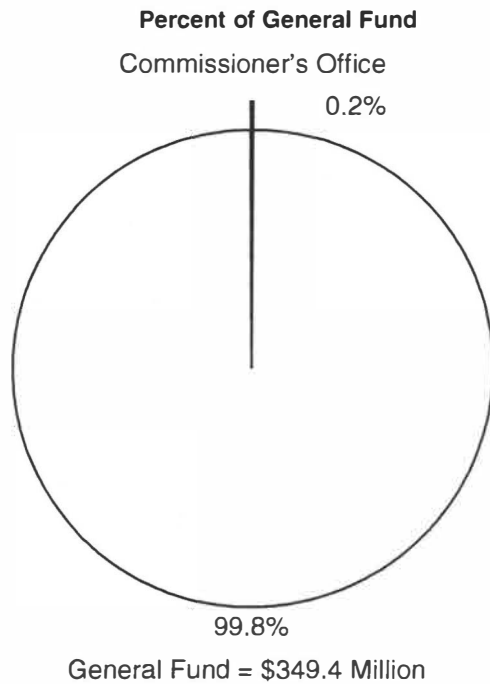
| ACTION  | AMOUNT    |          |                     | FTE         | DECISION                                    |
|---|-----------|----------|---------------------|-------------|---|
|   | Ongoing   | One-Time | Total Package       |             |   |
|   | 1,455,664 |          | 1,455,664           | 16.0        | FY 1999-2000 Current Service Level Estimate |
| <b>CSL Estimate Adjustments</b>                 |           |          |                     |             | None  |
| <b>Mayor's Proposed Budget Decisions</b>        |           |          |                     |             |   |
|   | (88,431)  |          | (88,431)            |             | Transfer Progress Board to Auditor's Office |
|   | 2,639     |          | 2,639               |             | Child Care Facility                         |
|   | 2,734     |          | 2,734               |             | Increase City Hall Janitorial               |
|   | 1,728     |          | 1,728               |             | Increase Information Technology Interagency |
| <b>Approved Budget Additions and Reductions</b> |           |          |                     |             | None  |
| <b>Adopted Budget Additions and Reductions</b>  |           |          |                     |             |   |
|   | (6,089)   |          | (6,089)             |             | Decrease I/A with Computer Services         |
|   | (12,080)  |          | (12,080)            |             | Decrease I/A with BGS                       |
|   | (99,499)  |          | (99,499)            |             | Total FY 1999-2000 Decision Packages        |
|   |           |          | <b>\$ 1,356,165</b> | <b>16.0</b> | Total Adopted Budget                        |
| <b>FY1999-2000 Decision Packages Not Funded</b> |           |          |                     |             | None  |
|   |           |          | <b>\$</b>           |             | Total Decision Packages Not Funded          |



# Commissioner of Public Works

Legislative, Administrative and Support Services Service Area

Erik Sten, Commissioner-in-Charge



## Bureau Overview

| Expenditures in Millions                  | Revised<br>FY 1998-99 | Adopted<br>FY 1999-00 | Change from<br>Prior Year | Per Capita<br>Change |
|---|-----------------------|-----------------------|---------------------------|----------------------|
| Operating                                 | 598,711               | 632,414               | 33,703                    | 1.1%                 |
| Capital                                   | 0                     | 0                     | 0                         | 0.0%                 |
| Allocated City Overhead Costs             | 0                     | 0                     | 0                         | 0.0%                 |
| <b>Total Cost with Allocated Overhead</b> | <b>\$ 598,711</b>     | <b>\$ 632,414</b>     | <b>\$ 33,703</b>          | <b>1.1%</b>          |
| Authorized Full-Time Positions            | 8                     | 8                     | 0                         | -4.3%                |

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

## Bureau Summary

### BUREAU HIGHLIGHTS

The Commissioner of Public Works is an elected official and is responsible for overseeing various City bureaus. Commissioner Sten also serves as the City's liaison to several boards and commissions.

Commissioner Sten's goals reflect his priorities to expand housing capacity, to complete the regional Water Supply Plan, to promote environmental health and community outreach, to support positive labor-management relations, and to represent the City in energy and telecommunications deregulation.

## General Description

### BUREAU OVERVIEW

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

- ◆ The Bureau of Housing & Community Development,
- ◆ The Bureau of Water Works,
- ◆ The Portland Energy Office, and
- ◆ The Office of Cable Communications & Franchise Management.

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

- ◆ The Mt. Hood Cable Regulatory Commission,
- ◆ The Portland Cable Access Board,
- ◆ The Regional Water Consortium Board,
- ◆ The Water Quality Advisory Committee,
- ◆ The Housing Authority of Portland,
- ◆ The Housing and Community Development Commission,
- ◆ The Willamette River Initiative Board, and
- ◆ The Lower Columbia River Estuary Program Policy Advisory Committee.

When Mayor Katz made new bureau assignments in January 1999, the Bureau of Environmental Services and the Sustainable Portland Commission were transferred to Commissioner Saltzman. The Bureau of Housing and Community Development was added to Commissioner Sten's portfolio. Most of the changes in Commissioner Sten's management objectives reflect this shift in bureau assignments.

Commissioner Sten has also been given the assignment to manage the Watershed Restoration and Fish Recovery Program as the City's response to the recent listing of local steelhead and salmon species as "threatened" under the Endangered Species Act (ESA).

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

## Strategic Direction

### MANAGEMENT GOALS & OBJECTIVES

#### Housing, Energy, and Environmental Quality

As a member of the City Council, the Commissioner of Public Works supports existing and emerging initiatives to protect and enhance the quality of life for the citizens of Portland. The Commissioner's office aggressively pursues the development and implementation of policies that protect sustainable resources in the community. Commissioner Sten has the following priorities in the pursuit of such efforts.

#### Goal #1 Expand Housing Production Capacity

The objectives for this goal are as follows:

- ◆ Create additional land assembly capacity and expand land available for housing development.
- ◆ Promote regional consideration of affordable housing issues.
- ◆ Create a regular mechanism to review City regulations for impact on affordable housing development.
- ◆ Create one or more mechanisms to preserve affordable housing in our community.
- ◆ Adopt clear home-ownership goals for the City.
- ◆ Establish a transit-oriented housing development plan.
- ◆ Enhance housing and service opportunities for City residents who are homeless.
- ◆ Implement the Community Investment Strategy to strengthen relationships with financial institutions.
- ◆ Establish one or more strategies to establish a permanent Housing Investment Fund.

#### Goal #2 Pursue Completion of the Regional Water Supply Plan

The objectives for this goal are as follows:

- ◆ Continue participation in the Regional Water Consortium.
- ◆ Continue negotiations of wholesale water contract renewals.
- ◆ Continue to pursue federal protection of the Little Sandy Watershed.
- ◆ Increase emphasis on water conservation.

#### Goal #3 Represent City Interests in Energy and Telecommunications Deregulations

The objectives for this goal are as follows:

- ◆ Continue to pursue advantageous energy marketing options for City residents.
- ◆ Develop and implement strategies to respond to any deregulation legislation from the 1999 Oregon Legislative Assembly.
- ◆ Continue to monitor deregulation legislation at the federal level and coordinate.



**Community,  
Regional, and City  
Partnerships****Goal #4 Support Strategies to Promote the Environmental Health of Our Community**

The objectives for this goal are as follows:

- ◆ Respond to the Endangered Species Act (ESA) listing of local steelhead and salmon species as "threatened" by implementing the City's new Watershed Restoration and Fish Recovery Program.
- ◆ Implement an integrated management strategy to address water supply, hydropower, and endangered fish species protection issues in the Sandy Basin.
- ◆ Integrate "Green Building" techniques and other environmental-friendly technologies as part of City's economic development strategies and internal operating practices.
- ◆ Promote "sustainable" development standards for affordable housing projects.

**Goal #5 Continue Support for Positive Labor-Management Relations**

The objectives for this goal are as follows:

- ◆ Continue participation in labor-management activities in the Water Bureau.
- ◆ Continue participation in the Service Improvement Initiative.
- ◆ Ensure labor involvement in the Water Bureau's FY 00-02 biennium budget.

**Goal #6 Pursue Consumer Interest Strategies**

The objectives for this goal are as follows:

- ◆ Update of the Water-Sewer Rate structure.
- ◆ Implement the Customer Information System.
- ◆ Pursue open Internet cable access.

**Goal #7 Community Outreach Efforts**

The objectives for this goal are as follows:

- ◆ Continue the monthly cable show: "Thinking City with Erik Sten".
- ◆ Conduct follow-up to the 1998 Constituent Satisfaction Survey.
- ◆ Host three to four neighborhood-based Housing Conferences.
- ◆ Improve the webpage and intern program.

**Internal Office  
Objectives****Goal #8 Internal Operations**

The objectives for this goal are as follows:

- ◆ Conduct performance evaluations of all office staff and bureau managers.
- ◆ Maintain and upgrade the filing system.
- ◆ Reduce use of paper products.
- ◆ Increase training opportunities for staff.

## BUDGET NOTES

- ◆ The City will continue its efforts to increase the stock of affordable housing units. Commissioner Sten will continue his efforts to develop and implement a multi-faceted approach to fulfilling the affordable housing goals of the City.

|   | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>EXPENDITURES</b>   |                      |                      |                       |                        |                       |
| <b>Operating Budget</b>   |                      |                      |                       |                        |                       |
| Personal Services   | 263,250              | 470,386              | 509,239               | 532,833                | 540,833               |
| External Materials and Service  | 39,069               | 11,733               | 13,042                | 12,008                 | 12,008                |
| Internal Materials and Service  | 94,450               | 81,782               | 76,430                | 79,573                 | 79,573                |
| Minor Capital Outlay  | 0                    | 0                    | 0                     | 0                      | 0                     |
| Equipment Cash Transfers  | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>Total Operating Budget</b>   | 396,769              | 563,901              | 598,711               | 624,414                | 632,414               |
| Capital Improvements  | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>TOTAL BUREAU EXPENDITURES</b>  | <b>\$ 396,769</b>    | <b>\$ 563,901</b>    | <b>\$ 598,711</b>     | <b>\$ 624,414</b>      | <b>\$ 632,414</b>     |
| Allocated Overhead Costs  |                      |                      | -                     | -                      | -                     |
| <b>Total Cost with Allocated Overhead</b>   |                      |                      | 598,711               | 624,414                | 632,414               |
| <b>Authorized Full-Time Positions</b>   |                      |                      |                       |                        |                       |
| General Fund Discretionary  | 3                    | 4                    | 4                     | 4                      | 4                     |
| <b>TOTAL POSITIONS</b>  | <b>6</b>             | <b>8</b>             | <b>8</b>              | <b>8</b>               | <b>8</b>              |
| <b>RESOURCES</b>  |                      |                      |                       |                        |                       |
| Discretionary General Fund  |                      | 265,745              | 280,675               | 282,701                | 297,334               |
| <b>Non-Discretionary Revenues</b>   |                      |                      |                       |                        |                       |
| Contract Revenues   |                      | 0                    | 0                     | 0                      | 0                     |
| Interagency Revenues  |                      | 0                    | 0                     | 0                      | 0                     |
| Bureau Program Revenues   |                      | 65                   | 0                     | 0                      | 0                     |
| Overhead Revenues   |                      | 298,091              | 318,036               | 341,713                | 335,080               |
| <b>Total Non-Discretionary Revenues</b>   |                      | 298,156              | 318,036               | 341,713                | 335,080               |
| <b>TOTAL GENERAL FUND RESOURCES</b>   |                      | <b>\$ 563,901</b>    | <b>\$ 598,711</b>     | <b>\$ 624,414</b>      | <b>\$ 632,414</b>     |
| Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.         |                      |                      |                       |                        |                       |
| Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue. |                      |                      |                       |                        |                       |
| <b>PROGRAMS</b>   |                      |                      |                       |                        |                       |
| Administration  |                      | 563,901              | 598,711               | 624,414                | 632,414               |
| Positions   |                      | 8                    | 8                     | 8                      | 8                     |
| <b>TOTAL PROGRAMS</b>   |                      | <b>\$ 563,901</b>    | <b>\$ 598,711</b>     | <b>\$ 624,414</b>      | <b>\$ 632,414</b>     |
| Positions   |                      | 8                    | 8                     | 8                      | 8                     |

|   | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>Personnel Services</b>                   |                      |                      |                       |                        |                       |
| 511000 Full-Time Employees                  | 180,073              | 287,026              | 379,739               | 392,420                | 392,420               |
| 512000 Part-Time Employees                  | 15,867               | 30,302               | 0                     | 0                      | 0                     |
| 517000 Benefits                             | 55,752               | 117,240              | 129,500               | 140,413                | 148,413               |
| 518000 Paid Absence                         | 11,558               | 35,818               | 0                     | 0                      | 0                     |
| <b>Total Personnel Services</b>             | <b>263,250</b>       | <b>470,386</b>       | <b>509,239</b>        | <b>532,833</b>         | <b>540,833</b>        |
| <b>Materials and Services</b>               |                      |                      |                       |                        |                       |
| <b>External Materials and Service</b>       |                      |                      |                       |                        |                       |
| 521000 Professional Services                | 3,478                | 0                    | 826                   | 0                      | 0                     |
| 522000 Utilities                            | 0                    | 0                    | 0                     | 0                      | 0                     |
| 523000 Equipment Rental                     | 0                    | 0                    | 0                     | 0                      | 0                     |
| 524000 Repair & Maintenance Services        | 0                    | 0                    | 250                   | 250                    | 250                   |
| 525000 Non-Capital Improvement              | 0                    | 0                    | 0                     | 0                      | 0                     |
| 528000 Local Match Payments                 | 0                    | 0                    | 0                     | 0                      | 0                     |
| 529000 Miscellaneous Services               | 70                   | 8,935                | 1,000                 | 1,000                  | 1,000                 |
| 531000 Office Supplies                      | 2,154                | 622                  | 1,500                 | 1,500                  | 1,500                 |
| 532000 Operating Supplies                   | 25,624               | 0                    | 2,000                 | 1,259                  | 1,259                 |
| 533000 Repair & Maintenance Supplies        | 0                    | 0                    | 0                     | 0                      | 0                     |
| 534000 Minor Equipment & Tools              | 0                    | 0                    | 0                     | 1,000                  | 1,000                 |
| 535000 Clothing & Uniforms                  | 0                    | 0                    | 0                     | 0                      | 0                     |
| 539000 Other Commodities External           | 2,194                | 2,129                | 4,466                 | 3,500                  | 3,500                 |
| 541000 Education                            | 3,964                | (285)                | 1,000                 | 1,000                  | 1,000                 |
| 542000 Local Travel                         | 31                   | 38                   | 0                     | 0                      | 0                     |
| 543000 Out-of-Town Travel                   | 1,516                | 0                    | 2,000                 | 2,499                  | 2,499                 |
| 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                        | 38                   | 294                  | 0                     | 0                      | 0                     |
| <b>Total External Materials and Service</b> | <b>39,069</b>        | <b>11,733</b>        | <b>13,042</b>         | <b>12,008</b>          | <b>12,008</b>         |
| <b>Internal Materials and Service</b>       |                      |                      |                       |                        |                       |
| 551000 Fleet Services                       | 0                    | 31                   | 311                   | 311                    | 311                   |
| 552000 Printing & Distribution              | 8,458                | 6,100                | 7,492                 | 8,195                  | 8,195                 |
| 553000 Facilities Services                  | 54,246               | 48,772               | 43,633                | 46,707                 | 46,707                |
| 554000 Communications Services              | 8,218                | 9,324                | 10,605                | 10,213                 | 10,213                |
| 555000 Data Processing Services             | 10,682               | 6,865                | 7,866                 | 7,390                  | 7,390                 |
| 556000 Insurance                            | 12,846               | 10,690               | 6,523                 | 6,757                  | 6,757                 |
| 557000 Master Lease                         | 0                    | 0                    | 0                     | 0                      | 0                     |
| 558000 Same Fund Services                   | 0                    | 0                    | 0                     | 0                      | 0                     |
| 559000 Other Fund Services                  | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>Total Internal Materials and Service</b> | <b>94,450</b>        | <b>81,782</b>        | <b>76,430</b>         | <b>79,573</b>          | <b>79,573</b>         |
| <b>Total Materials and Services</b>         | <b>133,519</b>       | <b>93,515</b>        | <b>89,472</b>         | <b>91,581</b>          | <b>91,581</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                     |
| 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>\$ 396,769</b>    | <b>\$ 563,901</b>    | <b>\$ 598,711</b>     | <b>\$ 624,414</b>      | <b>\$ 632,414</b>     |

**Commissioner of Public Works AU 190**
**FULL-TIME POSITIONS**

| Class                            | Title                       | Actual<br>FY 1997 | Actual<br>FY 1998 | Revised<br>FY 1998-99 |                   | Approved<br>FY 1999-00 |                   | Adopted<br>FY 1999-00 |                   |
|----------------------------------|-----------------------------|-------------------|-------------------|-----------------------|-------------------|------------------------|-------------------|-----------------------|-------------------|
|                                  |                             | No.               | No.               | No.                   | Amount            | No.                    | Amount            | No.                   | Amount            |
| 819                              | Administrative Assistant    | 0                 | 1                 | 0                     | 0                 | 0                      | 0                 | 0                     | 0                 |
| 230                              | Administrative Secretary    | 1                 | 1                 | 1                     | 31,216            | 1                      | 32,362            | 1                     | 32,362            |
| 2                                | City Commissioner           | 1                 | 1                 | 1                     | 74,897            | 1                      | 77,657            | 1                     | 77,657            |
| 821                              | Commissioners Assistant I   | 2                 | 1                 | 0                     | 0                 | 0                      | 0                 | 0                     | 0                 |
| 822                              | Commissioners Assistant II  | 0                 | 3                 | 5                     | 216,707           | 5                      | 223,378           | 5                     | 223,378           |
| 823                              | Commissioners Assistant III | 1                 | 0                 | 0                     | 0                 | 0                      | 0                 | 0                     | 0                 |
| 824                              | Executive Assistant         | 1                 | 1                 | 1                     | 56,919            | 1                      | 59,023            | 1                     | 59,023            |
| <b>TOTAL FULL-TIME POSITIONS</b> |                             | <b>6</b>          | <b>8</b>          | <b>8</b>              | <b>\$ 379,739</b> | <b>8</b>               | <b>\$ 392,420</b> | <b>8</b>              | <b>\$ 392,420</b> |

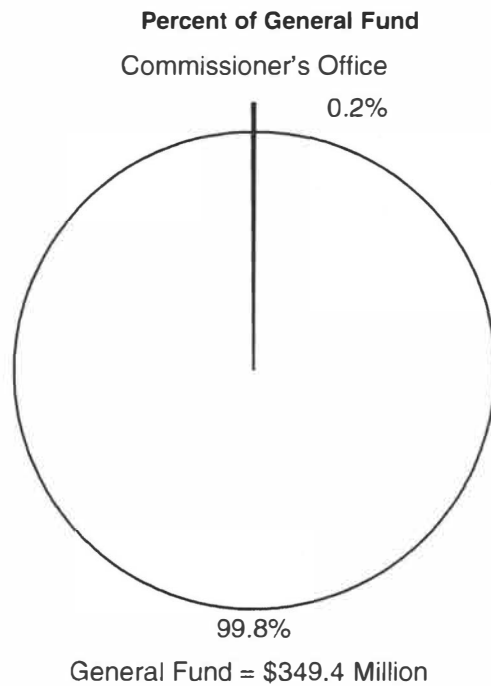
This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Service Level (CSL) requirements.

| ACTION  | AMOUNT  |          |                   | FTE        | DECISION                                    |
|---|---------|----------|-------------------|------------|---|
|   | Ongoing | One-Time | Total Package     |            |   |
|   | 621,704 |          | 621,704           | 8.0        | FY 1999-2000 Current Service Level Estimate |
| <b>CSL Estimate Adjustments</b>                 |         |          |                   |            | None  |
| <b>Mayor's Proposed Budget Decisions</b>        |         |          |                   |            |   |
|   | 1,152   |          | 1,152             |            | Child Care Facility                         |
|   | 1,193   |          | 1,193             |            | Increase City Hall Janitorial               |
|   | 365     |          | 365               |            | Information Technology Interagency Increase |
| <b>Approved Budget Additions and Reductions</b> |         |          |                   |            | None  |
| <b>Adopted Budget Additions and Reductions</b>  |         |          |                   |            |   |
|   | 8,000   |          | 8,000             |            | Carryover for Computers                     |
|   | 2,710   | 8,000    | 10,710            |            | Total FY 1999-2000 Decision Packages        |
|   |         |          | <b>\$ 632,414</b> | <b>8.0</b> | Total Adopted Budget                        |
| <b>FY1999-2000 Decision Packages Not Funded</b> |         |          |                   |            | None  |
|   |         |          | <b>\$</b>         |            | Total Decision Packages Not Funded          |

# Commissioner of Public Safety

Legislative, Administrative and Support Services Service Area

Charlie Hales, Commissioner-in-Charge



## Bureau Overview

| Expenditures in Millions                  | Revised<br>FY 1998-99 | Adopted<br>FY 1999-00 | Change from<br>Prior Year | Per Capita<br>Change |
|---|-----------------------|-----------------------|---------------------------|----------------------|
| Operating                                 | 598,711               | 624,399               | 25,688                    | -0.2%                |
| Capital                                   | 0                     | 0                     | 0                         | 0.0%                 |
| Allocated City Overhead Costs             | 0                     | 0                     | 0                         | 0.0%                 |
| <b>Total Cost with Allocated Overhead</b> | <b>\$ 598,711</b>     | <b>\$ 624,399</b>     | <b>\$ 25,688</b>          | <b>-0.2%</b>         |
| Authorized Full-Time Positions            | 6                     | 6                     | 0                         | -4.3%                |

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

## Bureau Summary

### BUREAU HIGHLIGHTS

The Commissioner of Public Safety is an elected official and is responsible for overseeing various City bureaus. The Commissioner also serves as the City's liaison to several boards and commissions.



# General Description

## BUREAU OVERVIEW

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

- ◆ The Portland Office of Transportation and
- ◆ The Office of Planning and Development Review.

Commissioner Hales also serves as the City's liaison to several inter-governmental organizations. His assignments include:

- ◆ The Portland Historic Landmarks Commission,
- ◆ The Design Commission,
- ◆ The Metro Joint Policy Advisory Committee on Transportation,
- ◆ Portland Streetcar, Inc., and
- ◆ The League of Oregon Cities (vice-president and board member).

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

## Strategic Direction

### MANAGEMENT GOALS & OBJECTIVES

The office of the Commissioner of Public Safety works to maintain the quality of life for all of Portland's citizens. The office works on numerous programs and initiatives to ensure the City maintains a livable community and sense of place. The office of Commissioner Hales has the following management objectives in the pursuit of these efforts:

- ◆ Management and oversight of the bureaus assigned to the Commissioner of Public Safety.
- ◆ Outreach to and an increased level of involvement from citizens, businesses, and community groups through a variety of public participation strategies.
- ◆ Promote increased productivity and efficiency in the delivery of city services through the consolidation of government services, cost reductions, and coordination of service delivery.
- ◆ Fund and implement a comprehensive plan for funding of City capital needs.
- ◆ Implement Blueprint 2000 successfully.
- ◆ Promote diversity actively in the city's workforce and the community.
- ◆ Work to implement the Council's top priority goals for 1998-2000, such as:
  - ❖ Creating a safe and peaceful community,
  - ❖ Working to ensure quality education, and
  - ❖ Promoting community economic development.

The office of the Commissioner of Public Safety, through its direction of the Office of Planning and Development Review, seeks to maintain a large inventory of safe, well-built, and well-maintained buildings, both housing stock and commercial and industrial buildings. The City's permitting bureaus continue to set record numbers in permit activities. Implementation of Blueprint 2000, approved by the City Council, will streamline the City's permitting process.

This office, through its direction of the Office of Transportation, leads the City's efforts to expand the availability of transportation options for our citizens. The Office of Transportation also works to provide well-maintained streets and rights-of-way, street lighting, bike paths and pedestrian corridors; to reduce traffic congestion; and to obtain a stable, long-term source of transportation funding. Included in this effort is the work of the office on the South/North Light Rail Project, the Central City Streetcar, bicycle and pedestrian plans.

|   | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>EXPENDITURES</b>   |                      |                      |                       |                        |                       |
| <b>Operating Budget</b>   |                      |                      |                       |                        |                       |
| Personal Services   | 500,335              | 462,213              | 487,210               | 505,679                | 505,679               |
| External Materials and Service  | 33,727               | 15,142               | 27,316                | 34,816                 | 34,816                |
| Internal Materials and Service  | 94,804               | 88,833               | 84,185                | 83,904                 | 83,904                |
| Minor Capital Outlay  | 0                    | 0                    | 0                     | 0                      | 0                     |
| Equipment Cash Transfers  | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>Total Operating Budget</b>   | 628,866              | 566,188              | 598,711               | 624,399                | 624,399               |
| Capital Improvements  | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>TOTAL BUREAU EXPENDITURES</b>  | <b>\$ 628,866</b>    | <b>\$ 566,188</b>    | <b>\$ 598,711</b>     | <b>\$ 624,399</b>      | <b>\$ 624,399</b>     |
| Allocated Overhead Costs  |                      |                      | 0                     | 0                      | 0                     |
| <b>Total Cost with Allocated Overhead</b>   |                      |                      | 598,711               | 624,399                | 624,399               |
| <b>Authorized Full-Time Positions</b>   |                      |                      |                       |                        |                       |
| General Fund Discretionary  | 4                    | 3                    | 3                     | 3                      | 3                     |
| <b>TOTAL POSITIONS</b>  | <b>7</b>             | <b>6</b>             | <b>6</b>              | <b>6</b>               | <b>6</b>              |
| <b>RESOURCES</b>  |                      |                      |                       |                        |                       |
| Discretionary General Fund  |                      | 268,044              | 280,625               | 282,686                | 289,319               |
| <b>Non-Discretionary Revenues</b>   |                      |                      |                       |                        |                       |
| Grants & Donations  |                      | 0                    | 0                     | 0                      | 0                     |
| Contract Revenues   |                      | 0                    | 0                     | 0                      | 0                     |
| Interagency Revenues  |                      | 0                    | 0                     | 0                      | 0                     |
| Bureau Program Revenues   |                      | 53                   | 0                     | 0                      | 0                     |
| Overhead Revenues   |                      | 298,091              | 318,086               | 341,713                | 335,080               |
| <b>Total Non-Discretionary Revenues</b>   |                      | 298,144              | 318,086               | 341,713                | 335,080               |
| <b>TOTAL GENERAL FUND RESOURCES</b>   |                      | <b>\$ 566,188</b>    | <b>\$ 598,711</b>     | <b>\$ 624,399</b>      | <b>\$ 624,399</b>     |
| Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.         |                      |                      |                       |                        |                       |
| Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue. |                      |                      |                       |                        |                       |
| <b>PROGRAMS</b>   |                      |                      |                       |                        |                       |
| Commissioner's Office   |                      | 566,188              | 598,711               | 624,399                | 624,399               |
| Positions   |                      | 6                    | 6                     | 6                      | 6                     |
| IFCC  |                      | 0                    | 0                     | 0                      | 0                     |
| Positions   |                      | 0                    | 0                     | 0                      | 0                     |
| <b>TOTAL PROGRAMS</b>   |                      | <b>\$ 566,188</b>    | <b>\$ 598,711</b>     | <b>\$ 624,399</b>      | <b>\$ 624,399</b>     |
| Positions   |                      | <b>6</b>             | <b>6</b>              | <b>6</b>               | <b>6</b>              |

# Commissioner of Public Safety AU 191

## LINE ITEM DETAIL

|   |                               | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|-------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>Personnel Services</b>                   |                               |                      |                      |                       |                        |                       |
| 511000                                      | Full-Time Employees           | 327,525              | 298,534              | 339,426               | 355,943                | 355,943               |
| 512000                                      | Part-Time Employees           | 0                    | 3,667                | 31,888                | 18,832                 | 18,832                |
| 515000                                      | Premium Pay                   | 448                  | 0                    | 0                     | 0                      | 0                     |
| 517000                                      | Benefits                      | 126,257              | 115,866              | 115,896               | 130,904                | 130,904               |
| 518000                                      | Paid Absence                  | 46,105               | 44,146               | 0                     | 0                      | 0                     |
| <b>Total Personnel Services</b>             |                               | 500,335              | 462,213              | 487,210               | 505,679                | 505,679               |
| <b>Materials and Services</b>               |                               |                      |                      |                       |                        |                       |
| <b>External Materials and Service</b>       |                               |                      |                      |                       |                        |                       |
| 521000                                      | Professional Services         | 4,049                | 3,740                | 6,000                 | 11,000                 | 11,000                |
| 522000                                      | Utilities                     | 0                    | 0                    | 0                     | 0                      | 0                     |
| 523000                                      | Equipment Rental              | 0                    | 0                    | 0                     | 0                      | 0                     |
| 524000                                      | Repair & Maintenance Services | 305                  | 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        | 2,822                | 822                  | 2,000                 | 2,000                  | 2,000                 |
| 531000                                      | Office Supplies               | 3,243                | 980                  | 1,000                 | 1,000                  | 1,000                 |
| 532000                                      | Operating Supplies            | (24)                 | 872                  | 1,400                 | 1,400                  | 1,400                 |
| 533000                                      | Repair & Maintenance Supplies | 0                    | 0                    | 1,000                 | 1,000                  | 1,000                 |
| 534000                                      | Minor Equipment & Tools       | 6,668                | 1,945                | 3,000                 | 3,000                  | 3,000                 |
| 535000                                      | Clothing & Uniforms           | 0                    | 0                    | 0                     | 0                      | 0                     |
| 539000                                      | Other Commodities External    | 1,776                | 1,429                | 2,500                 | 2,500                  | 2,500                 |
| 541000                                      | Education                     | 3,867                | 2,140                | 3,000                 | 3,000                  | 3,000                 |
| 542000                                      | Local Travel                  | 0                    | 0                    | 0                     | 0                      | 0                     |
| 543000                                      | Out-of-Town Travel            | 9,769                | 1,351                | 4,000                 | 6,500                  | 6,500                 |
| 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                 | 1,252                | 1,863                | 3,416                 | 3,416                  | 3,416                 |
| <b>Total External Materials and Service</b> |                               | 33,727               | 15,142               | 27,316                | 34,816                 | 34,816                |
| <b>Internal Materials and Service</b>       |                               |                      |                      |                       |                        |                       |
| 551000                                      | Fleet Services                | 2,075                | 3,103                | 2,594                 | 2,588                  | 2,588                 |
| 552000                                      | Printing & Distribution       | 11,760               | 10,380               | 10,590                | 7,587                  | 7,587                 |
| 553000                                      | Facilities Services           | 48,936               | 48,785               | 44,106                | 47,200                 | 47,200                |
| 554000                                      | Communications Services       | 9,435                | 7,130                | 7,833                 | 7,560                  | 7,560                 |
| 555000                                      | Data Processing Services      | 11,076               | 6,781                | 7,323                 | 6,806                  | 6,806                 |
| 556000                                      | Insurance                     | 11,522               | 12,654               | 11,739                | 12,163                 | 12,163                |
| 557000                                      | Master Lease                  | 0                    | 0                    | 0                     | 0                      | 0                     |
| 558000                                      | Same Fund Services            | 0                    | 0                    | 0                     | 0                      | 0                     |
| 559000                                      | Other Fund Services           | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>Total Internal Materials and Service</b> |                               | 94,804               | 88,833               | 84,185                | 83,904                 | 83,904                |
| <b>Total Materials and Services</b>         |                               | 128,531              | 103,975              | 111,501               | 118,720                | 118,720               |
| <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                     |
| 568000                                      | Other Capital Expenditure     | 0                    | 0                    | 0                     | 0                      | 0                     |
| 569000                                      | Depreciation                  | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>Total Capital Outlay</b>                 |                               | 0                    | 0                    | 0                     | 0                      | 0                     |
| 573000                                      | Equipment Cash Transfers      | 0                    | 0                    | 0                     | 0                      | 0                     |
| 576000                                      | Minor Equipment Transfers     | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>TOTAL BUREAU EXPENSES</b>                |                               | \$ 628,866           | \$ 566,188           | \$ 598,711            | \$ 624,399             | \$ 624,399            |

**Commissioner of Public Safety AU 191**
**FULL-TIME POSITIONS**

|                                  |                            | Actual<br>FY 1997 | Actual<br>FY 1998 | Revised<br>FY 1998-99 |                   | Approved<br>FY 1999-00 |                   | Adopted<br>FY 1999-00 |                   |
|----------------------------------|----------------------------|-------------------|-------------------|-----------------------|-------------------|------------------------|-------------------|-----------------------|-------------------|
| Class                            | Title                      | No.               | No.               | No.                   | Amount            | No.                    | Amount            | No.                   | Amount            |
| 2                                | City Commissioner          | 1                 | 1                 | 1                     | 74,897            | 1                      | 77,657            | 1                     | 77,657            |
| 821                              | Commissioners Assistant I  | 1                 | 0                 | 0                     | 0                 | 0                      | 0                 | 0                     | 0                 |
| 822                              | Commissioners Assistant II | 4                 | 4                 | 4                     | 193,119           | 4                      | 204,234           | 4                     | 204,234           |
| 824                              | Executive Assistant        | 1                 | 1                 | 1                     | 71,410            | 1                      | 74,052            | 1                     | 74,052            |
| <b>TOTAL FULL-TIME POSITIONS</b> |                            | <b>7</b>          | <b>6</b>          | <b>6</b>              | <b>\$ 339,426</b> | <b>6</b>               | <b>\$ 355,943</b> | <b>6</b>              | <b>\$ 355,943</b> |

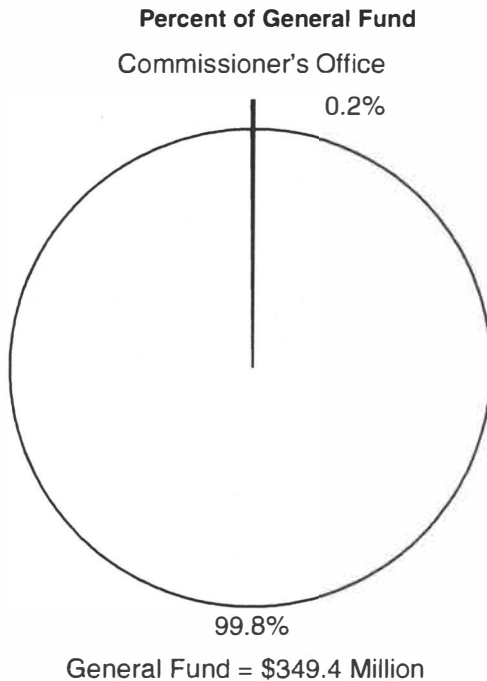
This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Service Level (CSL) requirements.

| ACTION  | AMOUNT  |          |                   | FTE        | DECISION                                    |
|---|---------|----------|-------------------|------------|---|
|   | Ongoing | One-Time | Total Package     |            |   |
| 621,704   |         |          | 621,704           | 6.0        | FY 1999-2000 Current Service Level Estimate |
| <b>CSL Estimate Adjustments</b>                 |         |          |                   |            | None  |
| <b>Mayor's Proposed Budget Decisions</b>        |         |          |                   |            |   |
| 1,159   |         |          | 1,159             |            | Child Care Facility                         |
| 1,200   |         |          | 1,200             |            | Increase City Hall Janitorial               |
| 336   |         |          | 336               |            | Increase Information Technology Interagency |
| <b>Approved Budget Additions and Reductions</b> |         |          |                   |            | None  |
| <b>Adopted Budget Additions and Reductions</b>  |         |          |                   |            | None  |
| 2,695   |         |          | 2,695             |            | Total FY 1999-2000 Decision Packages        |
|   |         |          | <b>\$ 624,399</b> | <b>6.0</b> | Total Adopted Budget                        |
| <b>FY1999-2000 Decision Packages Not Funded</b> |         |          |                   |            | None  |
|   |         |          | <b>\$</b>         |            | Total Decision Packages Not Funded          |

# Commissioner of Public Affairs

Legislative, Administrative and Support Services Service Area

Dan Saltzman, Commissioner-in-Charge



## Bureau Overview

| Expenditures in Millions                  | Revised<br>FY 1998-99 | Adopted<br>FY 1999-00 | Change from<br>Prior Year | Per Capita<br>Change |
|---|-----------------------|-----------------------|---------------------------|----------------------|
| Operating                                 | 598,711               | 624,561               | 25,850                    | -0.1%                |
| Capital                                   | 0                     | 0                     | 0                         | 0.0%                 |
| Allocated City Overhead Costs             | 0                     | 0                     | 0                         | 0.0%                 |
| <b>Total Cost with Allocated Overhead</b> | <b>\$ 598,711</b>     | <b>\$ 624,561</b>     | <b>\$ 25,850</b>          | <b>-0.1%</b>         |
| Authorized Full-Time Positions            | 7                     | 7                     | 0                         | -4.3%                |

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

## Bureau Summary

### BUREAU HIGHLIGHTS

The newly elected Commissioner of Public Affairs, Dan Saltzman, took office in January 1999. The Commissioner is responsible for overseeing various City bureaus and acts as the City's liaison to several organizations. Commissioner Saltzman's major areas of interest include policies that provide for a sustainable environment and promotion of strong, healthy families. The office of the Commissioner of Public Affairs supports the Commissioner and provides excellent customer service to the Portland public.



## General Description

### BUREAU OVERVIEW

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

- ◆ The Bureau of Environmental Services,
- ◆ The Bureau of Emergency Communications (BOEC), and
- ◆ The Office of Neighborhood Involvement.

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

- ◆ The BOEC Users group,
- ◆ Elders in Action,
- ◆ The Metro Solid Waste Advisory Committee,
- ◆ The Metro Policy Advisory Committee,
- ◆ The Metropolitan Exposition and Recreation Commission,
- ◆ Multnomah County Animal Control,
- ◆ The Public Safety Coordinating Council, and
- ◆ The Sustainable Portland Commission.

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

## Strategic Direction

### MANAGEMENT GOALS & OBJECTIVES

Commissioner Saltzman's goals reflect support for family friendly policies, environmental quality and responsible planning, community partnerships and involvement, and public safety.

#### Family Friendly Policies and Community Involvement

#### **GOAL #1: Support strategies to promote Portland as the country's most family friendly city.**

The objectives of this goal are as follows:

- ◆ Identify and promote the principles of a family friendly city.
- ◆ Identify options for a more sustainable funding system for domestic violence beds.
- ◆ Continue to work with Multnomah County to establish a Child Abuse Center.
- ◆ Serve on the internal Portland Work Life Committee to promote employee involvement with the education and well being of youth and assist City of Portland employees to balance work with family and home life.

#### **GOAL #2: Support Family Friendly strategies in the Office of Neighborhood Involvement.**

With the new Office of Neighborhood Involvement Director, the Commissioner seeks to:

- ◆ Provide quality services to neighborhood coalitions and associations.
- ◆ Continue service delivery to citizens and strengthen neighborhood associations as a primary tool for citizen involvement.
- ◆ Link neighborhood associations with the other community involvement programs, i.e. Schools Uniting Neighborhoods (SUN).
- ◆ Merge the City of Portland's Information and Referral with Multnomah County to become City of Portland/Multnomah County Information and Referral.
- ◆ Continue to support the International Refugee Center through promotion of services to refugees.
- ◆ Advocate for human rights through the Metropolitan Human Relations Center.

#### Environmental Quality

#### **GOAL #3: Work with the Sustainable Portland Commission to promote principles of sustainability.**

The objectives of this goal are as follows:

- ◆ Focus green building code projects on developing opportunities to promote resource efficient, healthy, environmentally friendly building, and site development.
- ◆ Work with the Portland Development Commission (PDC) on sustainable economic development and defining environmental technologies and services sectors.
- ◆ Support the Business for an Environmentally Sustainable Tomorrow (BEST) awards and provide technical assistance.
- ◆ "Greening" city government operations.
- ◆ Work with the Green Neighborhood Network project in the Hollywood area.

**GOAL #4: Support strategies with the Bureau of Environmental Services to provide for the environmental health of our community and to give consumers the highest quality of service at the lowest possible price.**

The objectives of this goal are as follows:

- ◆ Manage the Combined Sewer Overflow project in a responsible manner.
- ◆ Implement a plan for sewer/stormwater rate restructure.
- ◆ Protect urban watersheds from problems associated with erosion.
- ◆ Assure that sewer treatment and collection is properly maintained.
- ◆ Monitor implementation of the newly adopted Stormwater Control Manual.

**Public Safety****GOAL # 5: The Commissioner will work with the Bureau of Emergency Communications (BOEC) to promote public safety by providing the most effective 911 system possible.**

The objectives of this goal are as follows:

- ◆ Work with the BOEC User Board to review policies of BOEC that affect the User Agencies' or the User Agencies operations.
- ◆ Work with the BOEC Forum Meeting to review policies, complaints, and recommendations that affect the employees of BOEC.
- ◆ Work with BOEC to ensure a comprehensive Y2K preparedness plan be in place by September 1999.
- ◆ Assess opportunities for day care facility for BOEC and other City of Portland employees in east Portland.

|   | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>EXPENDITURES</b>   |                      |                      |                       |                        |                       |
| <b>Operating Budget</b>   |                      |                      |                       |                        |                       |
| Personal Services   | 448,012              | 466,911              | 487,316               | 506,999                | 506,999               |
| External Materials and Service  | 30,369               | 45,323               | 28,349                | 30,779                 | 30,779                |
| Internal Materials and Service  | 94,982               | 82,776               | 83,046                | 86,783                 | 86,783                |
| Minor Capital Outlay  | 0                    | 0                    | 0                     | 0                      | 0                     |
| Equipment Cash Transfers  | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>Total Operating Budget</b>   | 573,363              | 595,010              | 598,711               | 624,561                | 624,561               |
| Capital Improvements  | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>TOTAL BUREAU EXPENDITURES</b>  | <b>\$ 573,363</b>    | <b>\$ 595,010</b>    | <b>\$ 598,711</b>     | <b>\$ 624,561</b>      | <b>\$ 624,561</b>     |
| Allocated Overhead Costs  |                      |                      | 0                     | 0                      | 0                     |
| <b>Total Cost with Allocated Overhead</b>   |                      |                      | 598,711               | 624,561                | 624,561               |
| <b>Authorized Full-Time Positions</b>   |                      |                      |                       |                        |                       |
| General Fund Discretionary  | 3                    | 3                    | 3                     | 3                      | 3                     |
| <b>TOTAL POSITIONS</b>  | <b>7</b>             | <b>7</b>             | <b>7</b>              | <b>7</b>               | <b>7</b>              |
| <b>RESOURCES</b>  |                      |                      |                       |                        |                       |
| Discretionary General Fund  |                      | 278,919              | 280,675               | 282,848                | 289,481               |
| <b>Non-Discretionary Revenues</b>   |                      |                      |                       |                        |                       |
| Grants & Donations  |                      | 0                    | 0                     | 0                      | 0                     |
| Contract Revenues   |                      | 0                    | 0                     | 0                      | 0                     |
| Interagency Revenues  |                      | 0                    | 0                     | 0                      | 0                     |
| Bureau Program Revenues   |                      | 0                    | 0                     | 0                      | 0                     |
| Overhead Revenues   |                      | 316,091              | 318,036               | 341,713                | 335,080               |
| <b>Total Non-Discretionary Revenues</b>   |                      | 316,091              | 318,036               | 341,713                | 335,080               |
| <b>TOTAL GENERAL FUND RESOURCES</b>   |                      | <b>\$ 595,010</b>    | <b>\$ 598,711</b>     | <b>\$ 624,561</b>      | <b>\$ 624,561</b>     |
| Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.         |                      |                      |                       |                        |                       |
| Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue. |                      |                      |                       |                        |                       |
| <b>PROGRAMS</b>   |                      |                      |                       |                        |                       |
| Department Management   |                      | 595,010              | 598,711               | 624,561                | 624,561               |
| Positions   |                      | 7                    | 7                     | 7                      | 7                     |
| <b>TOTAL PROGRAMS</b>   |                      | <b>\$ 595,010</b>    | <b>\$ 598,711</b>     | <b>\$ 624,561</b>      | <b>\$ 624,561</b>     |
| Positions   |                      | 7                    | 7                     | 7                      | 7                     |

# Commissioner of Public Affairs AU 192

## LINE ITEM DETAIL

|   | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>Personnel Services</b>                   |                      |                      |                       |                        |                       |
| 511000 Full-Time Employees                  | 297,811              | 301,573              | 343,121               | 329,155                | 329,155               |
| 512000 Part-Time Employees                  | 11,671               | 18,566               | 11,739                | 39,820                 | 39,820                |
| 517000 Benefits                             | 108,446              | 116,972              | 132,456               | 138,024                | 138,024               |
| 518000 Paid Absence                         | 30,084               | 29,800               | 0                     | 0                      | 0                     |
| <b>Total Personnel Services</b>             | <b>448,012</b>       | <b>466,911</b>       | <b>487,316</b>        | <b>506,999</b>         | <b>506,999</b>        |
| <b>Materials and Services</b>               |                      |                      |                       |                        |                       |
| <b>External Materials and Service</b>       |                      |                      |                       |                        |                       |
| 521000 Professional Services                | 19,684               | 34,909               | 16,189                | 16,000                 | 16,000                |
| 522000 Utilities                            | 0                    | 0                    | 0                     | 0                      | 0                     |
| 523000 Equipment Rental                     | 0                    | 0                    | 0                     | 0                      | 0                     |
| 524000 Repair & Maintenance Services        | 80                   | 80                   | 160                   | 1,000                  | 1,000                 |
| 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                      | 1,640                | 1,174                | 2,000                 | 2,500                  | 2,500                 |
| 532000 Operating Supplies                   | 0                    | 0                    | 0                     | 2,500                  | 2,500                 |
| 533000 Repair & Maintenance Supplies        | 0                    | 0                    | 0                     | 0                      | 0                     |
| 534000 Minor Equipment & Tools              | 0                    | 342                  | 0                     | 0                      | 0                     |
| 535000 Clothing & Uniforms                  | 0                    | 0                    | 0                     | 0                      | 0                     |
| 539000 Other Commodities External           | 4,398                | 5,409                | 5,000                 | 3,379                  | 3,379                 |
| 541000 Education                            | 211                  | 80                   | 2,000                 | 2,400                  | 2,400                 |
| 542000 Local Travel                         | 0                    | 0                    | 1,000                 | 1,000                  | 1,000                 |
| 543000 Out-of-Town Travel                   | 1,356                | 3,329                | 2,000                 | 2,000                  | 2,000                 |
| 544000 Space Rental                         | 0                    | 0                    | 0                     | 0                      | 0                     |
| 545000 Interest                             | 0                    | 0                    | 0                     | 0                      | 0                     |
| 546000 Refunds                              | 0                    | 0                    | 0                     | 0                      | 0                     |
| 547000 Retirement System Payments           | 0                    | 0                    | 0                     | 0                      | 0                     |
| 549000 Miscellaneous                        | 3,000                | 0                    | 0                     | 0                      | 0                     |
| <b>Total External Materials and Service</b> | <b>30,369</b>        | <b>45,323</b>        | <b>28,349</b>         | <b>30,779</b>          | <b>30,779</b>         |
| <b>Internal Materials and Service</b>       |                      |                      |                       |                        |                       |
| 551000 Fleet Services                       | 196                  | 117                  | 311                   | 311                    | 311                   |
| 552000 Printing & Distribution              | 9,422                | 5,226                | 7,006                 | 7,462                  | 7,462                 |
| 553000 Facilities Services                  | 51,082               | 48,767               | 47,537                | 50,861                 | 50,861                |
| 554000 Communications Services              | 9,910                | 8,994                | 9,869                 | 9,949                  | 9,949                 |
| 555000 Data Processing Services             | 11,731               | 6,913                | 7,252                 | 6,730                  | 6,730                 |
| 556000 Insurance                            | 12,641               | 12,759               | 11,071                | 11,470                 | 11,470                |
| 557000 Master Lease                         | 0                    | 0                    | 0                     | 0                      | 0                     |
| 558000 Same Fund Services                   | 0                    | 0                    | 0                     | 0                      | 0                     |
| 559000 Other Fund Services                  | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>Total Internal Materials and Service</b> | <b>94,982</b>        | <b>82,776</b>        | <b>83,046</b>         | <b>86,783</b>          | <b>86,783</b>         |
| <b>Total Materials and Services</b>         | <b>125,351</b>       | <b>128,099</b>       | <b>111,395</b>        | <b>117,562</b>         | <b>117,562</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                     |
| 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>\$ 573,363</b>    | <b>\$ 595,010</b>    | <b>\$ 598,711</b>     | <b>\$ 624,561</b>      | <b>\$ 624,561</b>     |

# Commissioner of Public Affairs AU 192

## FULL-TIME POSITIONS

|                                  |                             | Actual<br>FY 1997 | Actual<br>FY 1998 | Revised<br>FY 1998-99 |                   | Approved<br>FY 1999-00 |                   | Adopted<br>FY 1999-00 |                   |
|----------------------------------|-----------------------------|-------------------|-------------------|-----------------------|-------------------|------------------------|-------------------|-----------------------|-------------------|
| Class                            | Title                       | No.               | No.               | No.                   | Amount            | No.                    | Amount            | No.                   | Amount            |
| 230                              | Administrative Secretary    | 1                 | 1                 | 1                     | 32,301            | 1                      | 33,117            | 1                     | 33,117            |
| 2                                | City Commissioner           | 1                 | 1                 | 1                     | 74,897            | 1                      | 77,657            | 1                     | 77,657            |
| 821                              | Commissioners Assistant I   | 1                 | 1                 | 3                     | 120,081           | 0                      | 0                 | 0                     | 0                 |
| 822                              | Commissioners Assistant II  | 3                 | 3                 | 1                     | 52,158            | 2                      | 78,453            | 2                     | 78,453            |
| 823                              | Commissioners Assistant III | 0                 | 0                 | 0                     | 0                 | 1                      | 50,199            | 1                     | 50,199            |
| 824                              | Executive Assistant         | 1                 | 1                 | 1                     | 63,684            | 1                      | 64,242            | 1                     | 64,242            |
| 900                              | Staff Assistant             | 0                 | 0                 | 0                     | 0                 | 1                      | 25,487            | 1                     | 25,487            |
| <b>TOTAL FULL-TIME POSITIONS</b> |                             | <b>7</b>          | <b>7</b>          | <b>7</b>              | <b>\$ 343,121</b> | <b>7</b>               | <b>\$ 329,155</b> | <b>7</b>              | <b>\$ 329,155</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     |            |   |
|   | 621,704 |          | 621,704           | 7.0        | FY 1999-2000 Current Service Level Estimate |
| <b>CSL Estimate Adjustments</b>                 |         |          |                   |            | None  |
| <b>Mayor's Proposed Budget Decisions</b>        |         |          |                   |            |   |
|   | 1,239   |          | 1,239             |            | Child Care Facility                         |
|   | 1,286   |          | 1,286             |            | Increase City Hall Janitorial               |
|   | 332     |          | 332               |            | Increase Information Technology Interagency |
| <b>Approved Budget Additions and Reductions</b> |         |          |                   |            | None  |
| <b>Adopted Budget Additions and Reductions</b>  |         |          |                   |            | None  |
|   | 2,857   |          | 2,857             |            | Total FY 1999-2000 Decision Packages        |
|   |         |          | <b>\$ 624,561</b> | <b>7.0</b> | Total Adopted Budget                        |
| <b>FY1999-2000 Decision Packages Not Funded</b> |         |          |                   |            | None  |
|   |         |          | <b>\$</b>         |            | Total Decision Packages Not Funded          |

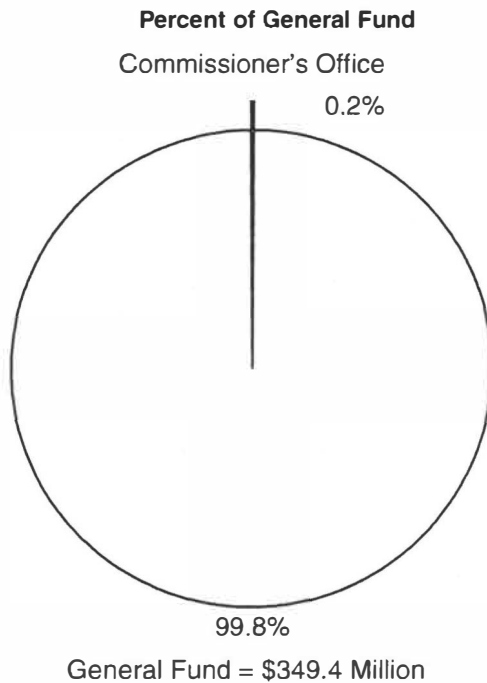




# Commissioner of Public Utilities

Legislative, Administrative and Support Services Service Area

Jim Francesconi, Commissioner-in-Charge



## Bureau Overview

| Expenditures in Millions                  | Revised<br>FY 1998-99 | Adopted<br>FY 1999-00 | Change from<br>Prior Year | Per Capita<br>Change |
|---|-----------------------|-----------------------|---------------------------|----------------------|
| Operating                                 | 606,711               | 624,589               | 17,878                    | -1.4%                |
| Capital                                   | 0                     | 0                     | 0                         | 0.0%                 |
| Allocated City Overhead Costs             | 0                     | 0                     | 0                         | 0.0%                 |
| <b>Total Cost with Allocated Overhead</b> | <b>\$ 606,711</b>     | <b>\$ 624,589</b>     | <b>\$ 17,878</b>          | <b>-1.4%</b>         |
| Authorized Full-Time Positions            | 7                     | 7                     | 0                         | -4.3%                |

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

## Bureau Summary

### BUREAU HIGHLIGHTS

The Commissioner of Public Utilities is an elected official and is responsible for overseeing various City bureaus. The Commissioner also serves as the City's liaison to several boards and commissions.

The office of the Commissioner of Public Utilities supports the Commissioner in carrying out his duties. Commissioner Francesconi is committed to developing partnerships between government, the community, and the private sector to build understanding and achieve the best possible solution to the challenges and opportunities facing the City.

# General Description

## BUREAU OVERVIEW

As a member of the City Council, Commissioner Francesconi oversees various bureaus. These include:

- ◆ The Bureau of Parks and Recreation,
- ◆ The Bureau of Fire, Rescue, and Emergency Services,
- ◆ The Bureau of General Services, and
- ◆ The Bureau of Licenses

Being a general representative of the City, the Commissioner also maintains liaison responsibilities for a number of organizations. These include:

- ◆ The Business License Board of Appeals,
- ◆ The Fire Code Board of Appeals,
- ◆ The Mayor's Business Roundtable,
- ◆ Pioneer Courthouse Square,
- ◆ The Pittock Mansion Advisory Committee,
- ◆ The Regional Drug Initiative,
- ◆ The Rose Festival Association,
- ◆ The Taxicab Board of Review, and
- ◆ The Towing Board of Review.

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

## Strategic Direction

### MANAGEMENT GOALS & OBJECTIVES

The office of the Commissioner of Public Utilities provides leadership to the Commissioner's assigned bureaus and works toward achieving Council goals. Commissioner Francesconi has the following priorities:

- ◆ Provide leadership to the Commissioner's portfolio bureaus.
- ◆ Promote loss prevention activities within assigned bureaus to reduce general and fleet liability and workers' compensation claims.
- ◆ Promote neighborhood livability by acquiring new neighborhood parks and green spaces in under-served areas and by better maintenance of existing parks.
- ◆ Work with Portland Public Schools and neighborhood-based organizations to develop new after-school programs and school-to-work partnerships that improve academic performance of Portland students and train a more qualified workforce for the city.
- ◆ Develop after-school programs to reduce the potential for youth violence.
- ◆ Preserve Portland's environment by protecting the Willamette Greenway.
- ◆ Assist in implementing Council priorities:
  - ❖ Ensure decent, affordable housing.
  - ❖ Build a livable city through good planning and well-managed growth.
  - ❖ Support quality education to produce well educated citizens.
  - ❖ Promote economic vitality and access to quality jobs for all.
  - ❖ Maintain a financially stable city.
  - ❖ Ensure a safe and peaceful community.
  - ❖ Maintain and improve our parks, green spaces, water, and air sheds.
  - ❖ Promote the inclusion of under-represented neighborhoods and groups in participation in city activities and services.
  - ❖ Keep the central city vital.
  - ❖ Build a multi-modal transportation system.
  - ❖ Grow as an international City.
  - ❖ Become a more effective partner in the region.
- ◆ Promote effective citizen involvement in City government by holding neighborhood office hours.
- ◆ Promote diversity and equal opportunity in the City's workforce. Support and encourage fair contracting and employment strategies.

|   | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>EXPENDITURES</b>   |                      |                      |                       |                        |                       |
| <b>Operating Budget</b>   |                      |                      |                       |                        |                       |
| Personal Services   | 492,331              | 498,945              | 492,191               | 511,388                | 511,388               |
| External Materials and Service  | 47,935               | 14,397               | 28,643                | 21,870                 | 21,870                |
| Internal Materials and Service  | 107,355              | 93,753               | 85,877                | 91,331                 | 91,331                |
| Minor Capital Outlay  | 0                    | 0                    | 0                     | 0                      | 0                     |
| Equipment Cash Transfers  | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>Total Operating Budget</b>   | 647,621              | 607,095              | 606,711               | 624,589                | 624,589               |
| Capital Improvements  | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>TOTAL BUREAU EXPENDITURES</b>  | <b>\$ 647,621</b>    | <b>\$ 607,095</b>    | <b>\$ 606,711</b>     | <b>\$ 624,589</b>      | <b>\$ 624,589</b>     |
| Allocated Overhead Costs  |                      |                      | 0                     | 0                      | 0                     |
| <b>Total Cost with Allocated Overhead</b>   |                      |                      | 606,711               | 624,589                | 624,589               |
| <b>Authorized Full-Time Positions</b>   |                      |                      |                       |                        |                       |
| General Fund Discretionary  | 3                    | 3                    | 3                     | 3                      | 3                     |
| <b>TOTAL POSITIONS</b>  | <b>7</b>             | <b>7</b>             | <b>7</b>              | <b>7</b>               | <b>7</b>              |
| <b>RESOURCES</b>  |                      |                      |                       |                        |                       |
| Discretionary General Fund  |                      | 263,872              | 288,675               | 282,876                | 289,509               |
| <b>Non-Discretionary Revenues</b>   |                      |                      |                       |                        |                       |
| Grants & Donations  |                      | 0                    | 0                     | 0                      | 0                     |
| Contract Revenues   |                      | 0                    | 0                     | 0                      | 0                     |
| Interagency Revenues  |                      | 0                    | 0                     | 0                      | 0                     |
| Bureau Program Revenues   |                      | 132                  | 0                     | 0                      | 0                     |
| Overhead Revenues   |                      | 343,091              | 318,036               | 341,713                | 335,080               |
| <b>Total Non-Discretionary Revenues</b>   |                      | 343,223              | 318,036               | 341,713                | 335,080               |
| <b>TOTAL GENERAL FUND RESOURCES</b>   |                      | <b>\$ 607,095</b>    | <b>\$ 606,711</b>     | <b>\$ 624,589</b>      | <b>\$ 624,589</b>     |
| Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.         |                      |                      |                       |                        |                       |
| Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue. |                      |                      |                       |                        |                       |
| <b>PROGRAMS</b>   |                      |                      |                       |                        |                       |
| Policy & Management Support   |                      | 607,095              | 606,711               | 624,589                | 624,589               |
| <i>Positions</i>  |                      | 7                    | 7                     | 7                      | 7                     |
| <b>TOTAL PROGRAMS</b>   |                      | <b>\$ 607,095</b>    | <b>\$ 606,711</b>     | <b>\$ 624,589</b>      | <b>\$ 624,589</b>     |
| <i>Positions</i>  |                      | 7                    | 7                     | 7                      | 7                     |

# Commissioner of Public Utilities AU 193

## LINE ITEM DETAIL

|   |                               | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|-------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>Personnel Services</b>                   |                               |                      |                      |                       |                        |                       |
| 511000                                      | Full-Time Employees           | 345,326              | 320,137              | 359,422               | 371,723                | 371,723               |
| 512000                                      | Part-Time Employees           | 207                  | 6,314                | 0                     | 0                      | 0                     |
| 517000                                      | Benefits                      | 103,897              | 130,429              | 132,769               | 139,665                | 139,665               |
| 518000                                      | Paid Absence                  | 42,901               | 42,065               | 0                     | 0                      | 0                     |
| <b>Total Personnel Services</b>             |                               | 492,331              | 498,945              | 492,191               | 511,388                | 511,388               |
| <b>Materials and Services</b>               |                               |                      |                      |                       |                        |                       |
| <b>External Materials and Service</b>       |                               |                      |                      |                       |                        |                       |
| 521000                                      | Professional Services         | 10,582               | 4,079                | 10,500                | 2,500                  | 2,500                 |
| 522000                                      | Utilities                     | 0                    | 0                    | 0                     | 0                      | 0                     |
| 523000                                      | Equipment Rental              | 0                    | 0                    | 0                     | 0                      | 0                     |
| 524000                                      | Repair & Maintenance Services | 200                  | 0                    | 1,610                 | 1,610                  | 1,610                 |
| 525000                                      | Non-Capital Improvement       | 0                    | 0                    | 0                     | 0                      | 0                     |
| 528000                                      | Local Match Payments          | 0                    | 0                    | 0                     | 0                      | 0                     |
| 529000                                      | Miscellaneous Services        | 1,153                | 748                  | 1,000                 | 1,000                  | 1,000                 |
| 531000                                      | Office Supplies               | 4,052                | 3,087                | 4,500                 | 4,500                  | 4,500                 |
| 532000                                      | Operating Supplies            | 2,145                | 0                    | 0                     | 0                      | 0                     |
| 533000                                      | Repair & Maintenance Supplies | 0                    | 0                    | 0                     | 0                      | 0                     |
| 534000                                      | Minor Equipment & Tools       | 16,946               | 305                  | 1,370                 | 1,370                  | 1,370                 |
| 535000                                      | Clothing & Uniforms           | 0                    | 0                    | 0                     | 0                      | 0                     |
| 539000                                      | Other Commodities External    | 1,375                | 1,472                | 1,050                 | 1,050                  | 1,050                 |
| 541000                                      | Education                     | 3,946                | 1,666                | 1,168                 | 1,168                  | 1,168                 |
| 542000                                      | Local Travel                  | 1,934                | 1,534                | 1,560                 | 1,560                  | 1,560                 |
| 543000                                      | Out-of-Town Travel            | 3,553                | 1,151                | 2,000                 | 3,230                  | 3,230                 |
| 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                 | 2,049                | 355                  | 3,885                 | 3,882                  | 3,882                 |
| <b>Total External Materials and Service</b> |                               | 47,935               | 14,397               | 28,643                | 21,870                 | 21,870                |
| <b>Internal Materials and Service</b>       |                               |                      |                      |                       |                        |                       |
| 551000                                      | Fleet Services                | 0                    | 0                    | 519                   | 0                      | 0                     |
| 552000                                      | Printing & Distribution       | 10,807               | 12,527               | 8,896                 | 9,879                  | 9,879                 |
| 553000                                      | Facilities Services           | 56,369               | 48,876               | 47,161                | 50,472                 | 50,472                |
| 554000                                      | Communications Services       | 13,544               | 8,941                | 10,631                | 10,842                 | 10,842                |
| 555000                                      | Data Processing Services      | 11,947               | 6,945                | 7,748                 | 7,263                  | 7,263                 |
| 556000                                      | Insurance                     | 14,245               | 13,584               | 10,922                | 11,315                 | 11,315                |
| 557000                                      | Master Lease                  | 0                    | 0                    | 0                     | 0                      | 0                     |
| 558000                                      | Same Fund Services            | 0                    | 0                    | 0                     | 0                      | 0                     |
| 559000                                      | Other Fund Services           | 443                  | 2,880                | 0                     | 1,560                  | 1,560                 |
| <b>Total Internal Materials and Service</b> |                               | 107,355              | 93,753               | 85,877                | 91,331                 | 91,331                |
| <b>Total Materials and Services</b>         |                               | 155,290              | 108,150              | 114,520               | 113,201                | 113,201               |
| <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                     |
| 568000                                      | Other Capital Expenditure     | 0                    | 0                    | 0                     | 0                      | 0                     |
| 569000                                      | Depreciation                  | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>Total Capital Outlay</b>                 |                               | 0                    | 0                    | 0                     | 0                      | 0                     |
| 573000                                      | Equipment Cash Transfers      | 0                    | 0                    | 0                     | 0                      | 0                     |
| 576000                                      | Minor Equipment Transfers     | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>TOTAL BUREAU EXPENSES</b>                |                               | \$ 647,621           | \$ 607,095           | \$ 606,711            | \$ 624,589             | \$ 624,589            |

**Commissioner of Public Utilities AU 193**
**FULL-TIME POSITIONS**

|                                  |                             | Actual<br>FY 1997 | Actual<br>FY 1998 | Revised<br>FY 1998-99 |                   | Approved<br>FY 1999-00 |                   | Adopted<br>FY 1999-00 |                   |
|----------------------------------|-----------------------------|-------------------|-------------------|-----------------------|-------------------|------------------------|-------------------|-----------------------|-------------------|
| Class                            | Title                       | No.               | No.               | No.                   | Amount            | No.                    | Amount            | No.                   | Amount            |
| 2                                | City Commissioner           | 1                 | 1                 | 1                     | 72,744            | 1                      | 75,230            | 1                     | 75,230            |
| 821                              | Commissioners Assistant I   | 3                 | 3                 | 3                     | 121,659           | 5                      | 230,806           | 5                     | 230,806           |
| 822                              | Commissioners Assistant II  | 1                 | 1                 | 1                     | 46,056            | 0                      | 0                 | 0                     | 0                 |
| 823                              | Commissioners Assistant III | 1                 | 1                 | 1                     | 55,446            | 0                      | 0                 | 0                     | 0                 |
| 824                              | Executive Assistant         | 1                 | 1                 | 1                     | 63,517            | 1                      | 65,687            | 1                     | 65,687            |
| <b>TOTAL FULL-TIME POSITIONS</b> |                             | <b>7</b>          | <b>7</b>          | <b>7</b>              | <b>\$ 359,422</b> | <b>7</b>               | <b>\$ 371,723</b> | <b>7</b>              | <b>\$ 371,723</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     |            |   |
|   | 621,704 |          | 621,704           | 7.0        | FY 1999-2000 Current Service Level Estimate |
| <b>CSL Estimate Adjustments</b>                 |         |          |                   |            | None  |
| <b>Mayor's Proposed Budget Decisions</b>        |         |          |                   |            |   |
|   | 1,242   |          | 1,242             |            | Child Care Facility                         |
|   | 1,284   |          | 1,284             |            | Increase City hall Janitorial               |
|   | 359     |          | 359               |            | Increase Information Technology Interagency |
| <b>Approved Budget Additions and Reductions</b> |         |          |                   |            | None  |
| <b>Adopted Budget Additions and Reductions</b>  |         |          |                   |            | None  |
|   | 2,885   |          | 2,885             |            | Total FY 1999-2000 Decision Packages        |
|   |         |          | <b>\$ 624,589</b> | <b>7.0</b> | Total Adopted Budget                        |
| <b>FY1999-2000 Decision Packages Not Funded</b> |         |          |                   |            |   |
|   |         |          | <b>\$</b>         |            | Total Decision Packages Not Funded          |



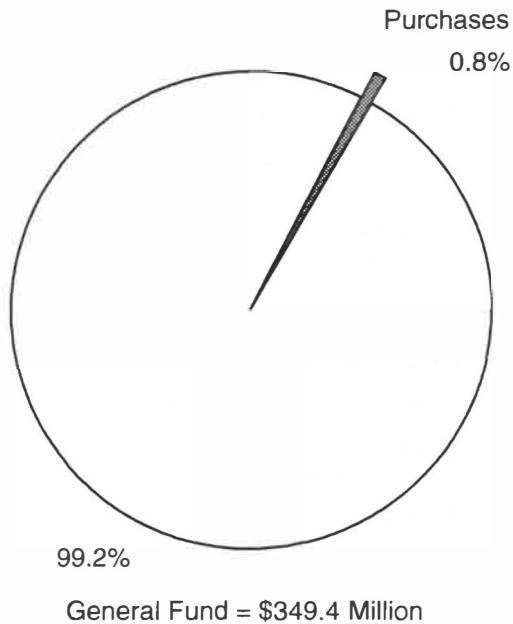
# Bureau of Purchases

Legislative, Administrative and Support Services Service Area

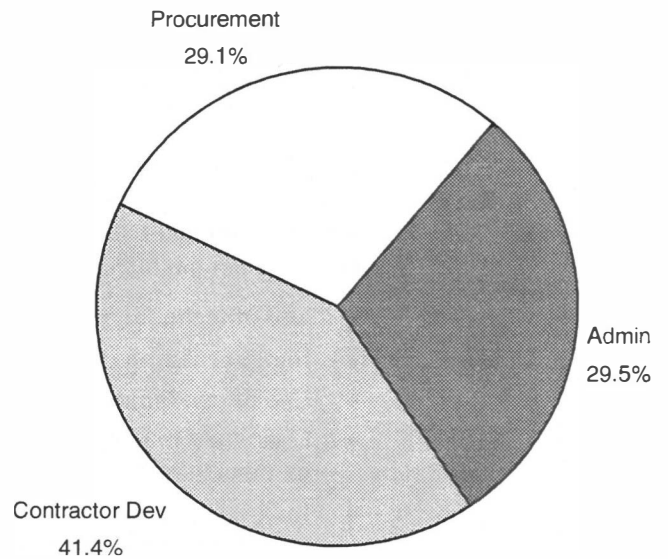
Mayor Vera Katz, Commissioner-in-Charge

Susan Klobertanz, Director

**Percent of General Fund**



**Bureau Programs**



**Bureau Overview**

| Expenditures in Millions                  | Revised<br>FY 1998-99 | Adopted<br>FY 1999-00 | Change from<br>Prior Year | Per Capita<br>Change |
|---|-----------------------|-----------------------|---------------------------|----------------------|
| Operating                                 | 2,486,962             | 2,798,080             | 311,118                   | 7.7%                 |
| Capital                                   | 0                     | 0                     | 0                         | 0.0%                 |
| Allocated City Overhead Costs             | 0                     | 0                     | 0                         | 0.0%                 |
| <b>Total Cost with Allocated Overhead</b> | <b>\$ 2,486,962</b>   | <b>\$ 2,798,080</b>   | <b>\$ 311,118</b>         | <b>7.7%</b>          |
| Authorized Full-Time Positions            | 24                    | 25                    | 1                         | -0.3%                |

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

## Bureau Summary

### BUREAU MISSION

The City of Portland Bureau of Purchases seeks to create a procurement system that is fair, efficient, effective, and accountable to all citizens while embracing the values and achieving the vision, goals, strategic outcomes, and objectives of the Fair Contracting and Employment Strategy.

The bureau's motto is *Quality Service, Responsible Spending*

### BUREAU HIGHLIGHTS

#### Bureau Focus

The Bureau of Purchases administers competitive bidding and contract processing in compliance with necessary laws to acquire goods and services for City bureaus. The bureau is responsible for the implementation of the Fair Contracting and Employment Strategy as approved by City Council on February 26, 1997 and the Apprenticeship and Training Plan as approved by City Council on December 16, 1998.

#### Divisions

*Two divisions, the Procurement Division and the Contractor Development Divisions, contribute to City efforts to improve and streamline government processes.*

#### Procurement Division Team

The Procurement Division Team continues to improve utilization of efficient and effective procurement methods through:

- ◆ Use of technology to make bid and program information available 24 hours a day.
- ◆ Implementation of value-added procurement strategies.
- ◆ Use of contemporary processes and technologies to increase procurement efficiency.
- ◆ Continued training and involvement in professional organizations to keep team members up-to-date on procurement practices and procedures.
- ◆ Inclusion of Fair Contracting and Employment Strategy programs and ideals in the procurement process to insure full utilization of community resources.

#### Contractor Development Division

The Contractor Development Division continues its Citywide implementation of:

- ◆ **The Citywide Project Manager/ Inspector/ Supervisor Training Plan:** Includes continued core training, development of a training curriculum for all Project Managers and Inspectors, and efforts to recruit for core competencies.
- ◆ **The Internal Apprenticeship and Training Plan:** Increases apprenticeship and training opportunities within the City to meet workforce planning and diversity goals.
- ◆ **The Fair Contracting and Employment Strategy:** Includes the Sheltered Market Program, EEO certification, Good Faith Effort Requirements, contract monitoring and compliance, and targeted outreach efforts.

# General Description

## BUREAU OVERVIEW

### Bureau Overview

The Bureau of Purchases administers competitive bidding and contract processing in compliance with necessary laws to acquire goods and services for City bureaus and is responsible for the implementation of the Fair Contracting and Employment Strategy as approved by City Council on February 26, 1997. The strategy includes, but is not limited to the following:

- ◆ Implementation of the Sheltered Market Program,
- ◆ Provision of technical assistance for small firms,
- ◆ Implementation of good faith effort requirements,
- ◆ Provision of outreach to Minority, Women-owned, and Emerging Small Business (M/W/ESB) firms,
- ◆ Provision of equal employment opportunity (EEO) certification,
- ◆ Provision of workforce training and hiring, and
- ◆ Provision of contract compliance and monitoring.

These procurement and fair contracting programs impact most bureaus and departments on a daily basis.

## CHANGES FROM PRIOR YEAR

### Personnel Requirements

New for FY1999-00 is the addition of two temporary positions to the Contractor Development Division. These positions are dedicated to implementation of new or expanded Fair Contracting and Employment Strategy programs. These positions are funded by an intergovernmental agreement and by effectively utilizing dollars previously budgeted for consulting services. These new positions will allow the Bureau of Purchases to monitor contract compliance for the Portland Development Commission and to implement an expanded Program Manager Training Program.

### Add Packages

The Internal Apprenticeship and Training Program was approved for FY 1999-2000. This program will increase the representation of minority and women workers in City trades classifications by ten percent by June 2000 with apprenticeship and training programs. Resources from the General Fund, totalling \$200,497, will be used for hiring and training trade apprentices in the Parks and Transportation/Maintenance Bureaus.

## Strategic Direction

### MANAGEMENT GOALS & OBJECTIVES

#### Long-Term Goals

The Bureau of Purchases supports the City Council's goals for maintaining and improving the City's infrastructure, environment, and livability. In that capacity, the bureau continues to help maintain a financially stable City by ensuring equal contracting opportunities for all community members. Furthermore, the Bureau of Purchases is a participant in internal and external apprenticeship programs that offer women the opportunity to become involved in trade and non-traditional occupations.

#### Management Objectives for FY 1999-00

In an effort to continue offering quality service to all of its customers, the Bureau of Purchases' FY 1999-00 objectives include:

- ◆ Continued implementation of the Fair Contracting and Employment Strategy resulting as a response to the Oregon Regional Disparity Study.
- ◆ Implementation of Project Manager training sessions to internal and external clients to produce a more effective and efficient contracting process.
- ◆ Analysis and implementation of streamlining the bureau organization.
- ◆ Design and implementation of an Intranet web page to provide more information to internal customers.

### COUNCIL PRIORITIES

#### Council Issues and Priorities

The Bureau of Purchases is active in supporting the following Council priorities:

- ◆ Support quality education to produce well-educated citizens. The bureau is active in educational support of school to work programs.
- ◆ Promote the inclusion of under-represented neighborhoods and groups in participation in City activities and services. The bureau supports the Council's goal through contracting and apprenticeship opportunities.
- ◆ Becoming a more effective partner in the region. The bureau is involved with groups and organizations dedicated to inclusion and development of minority owned, woman owned, and emerging small businesses.
- ◆ Continuously improve the delivery of quality public services. The bureau strives for continuous improvement in the delivery of quality public services to internal and external customers.

# Overview of Programs

## PROCUREMENT

### Procuring City's Needs

The Procurement Division of the Bureau of Purchases administers the City's competitive bidding and contracting programs. The procurement team, working with the Contractor Development Division team, is responsible for procuring all of the City bureaus' construction and operations needs, including materials, equipment, and services.

### Training and Support

The procurement team provides support, training, and consultative services to a broad range of the City's employees throughout the bureaus, including project managers, financial staff, and operations support personnel.

### Program Goal

Working to increase training and communication capabilities to internal (City employees) and external (vendor and government) clients is an ongoing goal of the Procurement Division. To this end, the bureau has implemented a phone/fax information system, the BuyLine, that is available twenty-four hours a day. The bureau's web page also provides updated bid and process information and critical forms for continuous access.

## CONTRACTOR DEVELOPMENT

### Implementation of Fair Contracting and Employment

City Council has designated the Contractor Development Division as the lead team responsible for facilitating implementation of the City's Fair Contracting and Employment Strategy. The Strategy's focus is the improvement of contracting and employment opportunities for minority, women-owned, and emerging small businesses.

### Management of Citywide Programs

Working with the Procurement Division team and bureaus throughout the City, the division manages several core programs. These include the Good Faith Efforts requirements, the Sheltered Market Program, the Regional Mentoring Program, the Workforce Training and Hiring Program, and the Technical Assistance program.

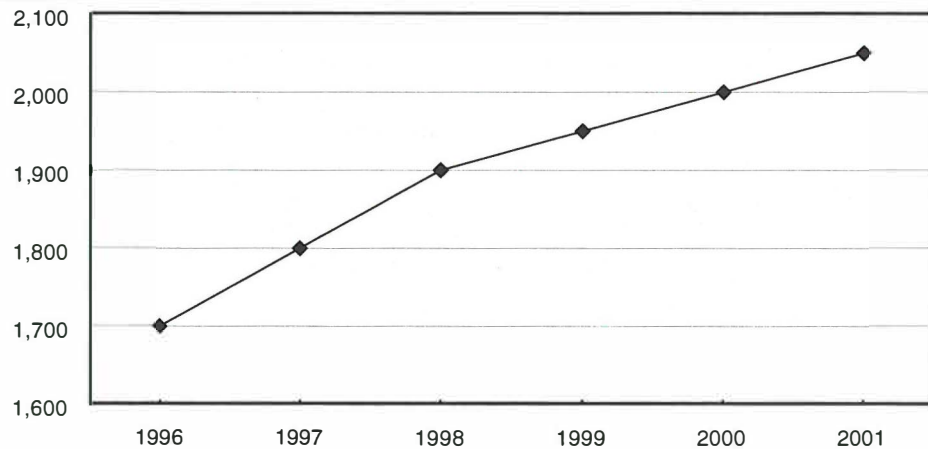
### Program Goals

Improvement of communication, record keeping, and training capabilities are constant goals of the Bureau of Purchases. To this end, the Contractor Development Division has implemented BizTrak, a comprehensive contractor and bid tracking system. A project manager training program has been developed and implemented for use by both internal (City bureau) and external (vendor) clients. In addition, the division has made significant contributions to the development and content of the Bureau of Purchases' phone/fax information system, the BuyLine, and the web page utilized to make vital forms and bid criteria available on a continuous basis.

## Performance Measures

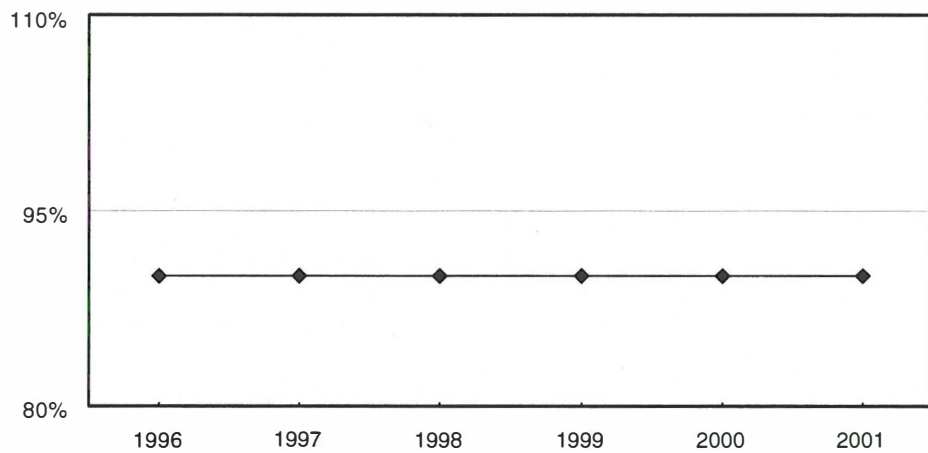
Requisitions and Formal Bids

- ◆ The number of requisitions and formal bids continues to increase.
- ◆ Updated technology will allow more efficient processing of requisitions into Purchase Orders.



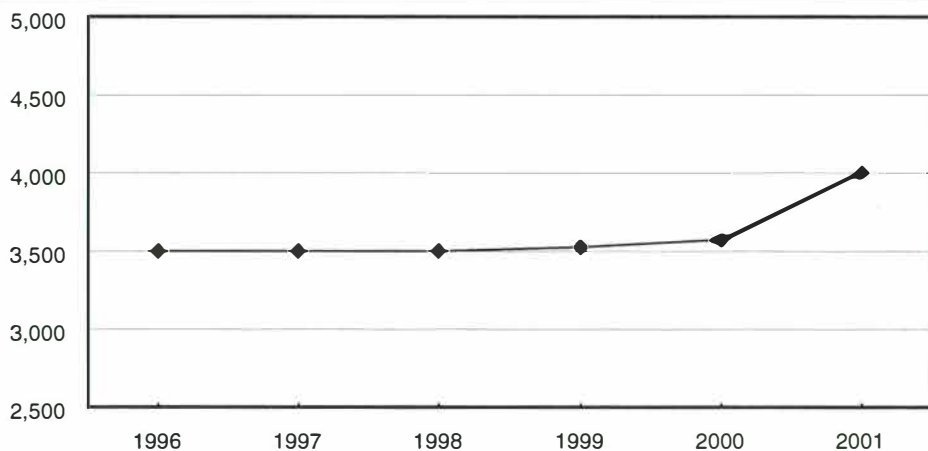
Percentage of Requisitions to POs in Less Than 15 Days

- ◆ Requisitions processed in 15 days or less remain at 90% of all received.



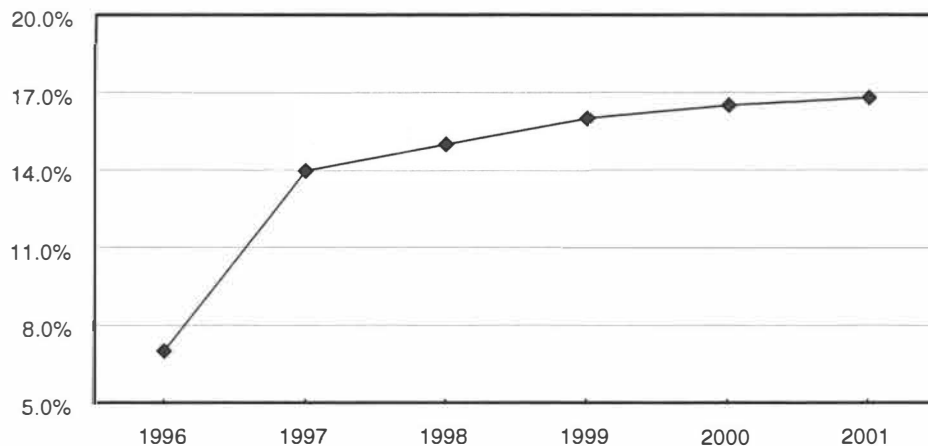
Number of EEO Certifications Processed

- ◆ The number of EEO forms processed continues to increase slightly as Bureau tracking capabilities are improved through the BizTrak system.



**% Contracted M/W/ESB Based on \$**

- ◆ The percentage of M/W/ESB firms utilized based on dollars spent is expected to increase slightly during the 1999-00 fiscal year.
- ◆ The percentage of utilized firms is expected to increase based on the number of contracts awarded.



**Bureau of Purchases AU 319****PERFORMANCE MEASURES**

|  | Actual<br>FY 1995-96 | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Yr End Est.<br>FY 1998-99 | Target<br>FY 1999-00 | Target<br>FY 2000-01 |
|--|----------------------|----------------------|----------------------|---------------------------|----------------------|----------------------|
| <b>Procurement</b>   |                      |                      |                      |                           |                      |                      |
| <b>Workload</b>  |                      |                      |                      |                           |                      |                      |
| Requisitions and Formal Bids   | 1,700                | 1,800                | 1,900                | 1,950                     | 2,000                | 2,050                |
| Percentage of Requisitions to POs in Less Than 15 Days   | 90%                  | 90%                  | 90%                  | 90%                       | 90%                  | 90%                  |
| <b>Contractor Development</b>  |                      |                      |                      |                           |                      |                      |
| <b>Workload</b>  |                      |                      |                      |                           |                      |                      |
| Number of EEO Certifications Processed   | 3,500                | 3,500                | 3,500                | 3,525                     | 3,575                | 4,000                |
| Percentage of Contracted Minority/<br>Women/Emerging Small Business (M/W/<br>ESB) Firms Based on Dollars Spent | 7.0%                 | 14.0%                | 15.0%                | 16.0%                     | 16.5%                | 16.8%                |



# Bureau of Purchases AU 319

## SUMMARY OF BUREAU BUDGET

|   | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>EXPENDITURES</b>   |                      |                      |                       |                        |                       |
| <b>Operating Budget</b>   |                      |                      |                       |                        |                       |
| Personal Services   | 1,215,655            | 1,422,805            | 1,484,098             | 1,801,689              | 1,801,689             |
| External Materials and Service  | 220,619              | 533,003              | 735,229               | 628,246                | 692,746               |
| Internal Materials and Service  | 297,828              | 275,044              | 267,635               | 303,645                | 303,645               |
| Minor Capital Outlay  | 15,080               | 0                    | 0                     | 0                      | 0                     |
| Equipment Cash Transfers  | 4,000                | 0                    | 0                     | 0                      | 0                     |
| <b>Total Operating Budget</b>   | 1,753,182            | 2,230,852            | 2,486,962             | 2,733,580              | 2,798,080             |
| Capital Improvements  | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>TOTAL BUREAU EXPENDITURES</b>  | <b>\$ 1,753,182</b>  | <b>\$ 2,230,852</b>  | <b>\$ 2,486,962</b>   | <b>\$ 2,733,580</b>    | <b>\$ 2,798,080</b>   |
| Allocated Overhead Costs  |                      |                      | 0                     | 0                      | 0                     |
| <b>Total Cost with Allocated Overhead</b>   |                      |                      | 2,486,962             | 2,733,580              | 2,798,080             |
| <b>Authorized Full-Time Positions</b>   |                      |                      |                       |                        |                       |
| General Fund Discretionary  | 19                   | 19                   | 19                    | 22                     | 22                    |
| <b>TOTAL POSITIONS</b>  | <b>21</b>            | <b>24</b>            | <b>24</b>             | <b>25</b>              | <b>25</b>             |
| <b>RESOURCES</b>  |                      |                      |                       |                        |                       |
| Discretionary General Fund  |                      | 567,381              | 763,611               | 856,427                | 790,193               |
| <b>Non-Discretionary Revenues</b>   |                      |                      |                       |                        |                       |
| Grants & Donations  |                      | 0                    | 0                     | 21,000                 | 21,000                |
| Contract Revenues   |                      | 0                    | 120,020               | 152,020                | 152,020               |
| Interagency Revenues  |                      | 161,917              | 117,848               | 121,823                | 121,823               |
| Bureau Program Revenues   |                      | 0                    | 0                     | 5,000                  | 5,000                 |
| Overhead Revenues   |                      | 1,501,554            | 1,485,483             | 1,577,310              | 1,708,044             |
| <b>Total Non-Discretionary Revenues</b>   |                      | 1,663,471            | 1,723,351             | 1,877,153              | 2,007,887             |
| <b>TOTAL GENERAL FUND RESOURCES</b>   |                      | <b>\$ 2,230,852</b>  | <b>\$ 2,486,962</b>   | <b>\$ 2,733,580</b>    | <b>\$ 2,798,080</b>   |
| Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.         |                      |                      |                       |                        |                       |
| Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue. |                      |                      |                       |                        |                       |
| <b>PROGRAMS</b>   |                      |                      |                       |                        |                       |
| Procurement   |                      | 1,348,001            | 1,268,898             | 821,172                | 813,015               |
| <i>Positions</i>  |                      | 11                   | 11                    | 12                     | 12                    |
| Contractor Development  |                      | 882,851              | 1,218,064             | 1,160,697              | 1,158,829             |
| <i>Positions</i>  |                      | 5                    | 8                     | 7                      | 7                     |
| Purchasing Administration   |                      | 0                    | 0                     | 751,711                | 826,236               |
| <i>Positions</i>  |                      | 5                    | 5                     | 6                      | 6                     |
| <b>TOTAL PROGRAMS</b>   |                      | <b>\$ 2,230,852</b>  | <b>\$ 2,486,962</b>   | <b>\$ 2,733,580</b>    | <b>\$ 2,798,080</b>   |
| <i>Positions</i>  |                      | <b>21</b>            | <b>24</b>             | <b>25</b>              | <b>25</b>             |

|   | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>Personnel Services</b>                   |                      |                      |                       |                        |                       |
| 511000 Full-Time Employees                  | 747,035              | 893,986              | 1,076,049             | 1,317,577              | 1,317,577             |
| 512000 Part-Time Employees                  | 11,021               | 1,114                | 0                     | 0                      | 0                     |
| 514000 Overtime                             | 101                  | 0                    | 0                     | 0                      | 0                     |
| 515000 Premium Pay                          | 311                  | 291                  | 0                     | 0                      | 0                     |
| 517000 Benefits                             | 317,357              | 367,157              | 408,049               | 484,112                | 484,112               |
| 518000 Paid Absence                         | 139,830              | 160,257              | 0                     | 0                      | 0                     |
| <b>Total Personnel Services</b>             | <b>1,215,655</b>     | <b>1,422,805</b>     | <b>1,484,098</b>      | <b>1,801,689</b>       | <b>1,801,689</b>      |
| <b>Materials and Services</b>               |                      |                      |                       |                        |                       |
| <b>External Materials and Service</b>       |                      |                      |                       |                        |                       |
| 521000 Professional Services                | 45,775               | 308,107              | 530,437               | 310,200                | 313,000               |
| 522000 Utilities                            | 0                    | 0                    | 0                     | 0                      | 0                     |
| 523000 Equipment Rental                     | 0                    | 0                    | 0                     | 0                      | 0                     |
| 524000 Repair & Maintenance Services        | 2,604                | 3,561                | 8,500                 | 29,239                 | 45,150                |
| 525000 Non-Capital Improvement              | 0                    | 0                    | 0                     | 0                      | 0                     |
| 528000 Local Match Payments                 | 0                    | 0                    | 0                     | 0                      | 0                     |
| 529000 Miscellaneous Services               | 33,149               | 92,817               | 12,427                | 206,897                | 217,479               |
| 531000 Office Supplies                      | 52,228               | 49,000               | 30,000                | 15,500                 | 25,000                |
| 532000 Operating Supplies                   | 0                    | 72                   | 26,000                | 20,000                 | 13,000                |
| 533000 Repair & Maintenance Supplies        | 0                    | 0                    | 0                     | 0                      | 0                     |
| 534000 Minor Equipment & Tools              | 0                    | 0                    | 0                     | 0                      | 0                     |
| 535000 Clothing & Uniforms                  | 0                    | 0                    | 0                     | 0                      | 0                     |
| 539000 Other Commodities External           | 62,766               | 36,472               | 51,390                | 16,000                 | 38,371                |
| 541000 Education                            | 10,732               | 9,457                | 10,025                | 6,800                  | 12,614                |
| 542000 Local Travel                         | 2,782                | 2,175                | 1,200                 | 400                    | 650                   |
| 543000 Out-of-Town Travel                   | 10,583               | 12,382               | 15,250                | 6,800                  | 11,450                |
| 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                    | 18,960               | 50,000                | 16,410                 | 16,032                |
| <b>Total External Materials and Service</b> | <b>220,619</b>       | <b>533,003</b>       | <b>735,229</b>        | <b>628,246</b>         | <b>692,746</b>        |
| <b>Internal Materials and Service</b>       |                      |                      |                       |                        |                       |
| 551000 Fleet Services                       | 2,052                | 3,891                | 2,905                 | 5,175                  | 5,175                 |
| 552000 Printing & Distribution              | 57,347               | 58,936               | 43,745                | 65,013                 | 65,013                |
| 553000 Facilities Services                  | 109,197              | 99,415               | 90,222                | 97,792                 | 94,877                |
| 554000 Communications Services              | 27,392               | 23,844               | 27,742                | 30,248                 | 30,248                |
| 555000 Data Processing Services             | 71,495               | 58,474               | 64,449                | 69,294                 | 72,209                |
| 556000 Insurance                            | 21,685               | 22,045               | 26,493                | 27,446                 | 27,446                |
| 557000 Master Lease                         | 0                    | 0                    | 0                     | 0                      | 0                     |
| 558000 Same Fund Services                   | 6,500                | 6,500                | 10,519                | 8,677                  | 8,677                 |
| 559000 Other Fund Services                  | 2,160                | 1,939                | 1,560                 | 0                      | 0                     |
| <b>Total Internal Materials and Service</b> | <b>297,828</b>       | <b>275,044</b>       | <b>267,635</b>        | <b>303,645</b>         | <b>303,645</b>        |
| <b>Total Materials and Services</b>         | <b>518,447</b>       | <b>808,047</b>       | <b>1,002,864</b>      | <b>931,891</b>         | <b>996,391</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                    | 15,080               | 0                    | 0                     | 0                      | 0                     |
| 565000 Facilities Lease/Purchase            | 0                    | 0                    | 0                     | 0                      | 0                     |
| 566000 Equipment Lease/Purchase             | 0                    | 0                    | 0                     | 0                      | 0                     |
| 568000 Other Capital Expenditure            | 0                    | 0                    | 0                     | 0                      | 0                     |
| 569000 Depreciation                         | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>Total Capital Outlay</b>                 | <b>15,080</b>        | <b>0</b>             | <b>0</b>              | <b>0</b>               | <b>0</b>              |
| 573000 Equipment Cash Transfers             | 4,000                | 0                    | 0                     | 0                      | 0                     |
| 576000 Minor Equipment Transfers            | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>TOTAL BUREAU EXPENSES</b>                | <b>\$ 1,753,182</b>  | <b>\$ 2,230,852</b>  | <b>\$ 2,486,962</b>   | <b>\$ 2,733,580</b>    | <b>\$ 2,798,080</b>   |

**Bureau of Purchases AU 319**

**FULL-TIME POSITIONS**

| Class                            | Title                           | Actual<br>FY 1997 | Actual<br>FY 1998 | Revised<br>FY 1998-99 |                     | Approved<br>FY 1999-00 |                     | Adopted<br>FY 1999-00 |                     |
|----------------------------------|---------------------------------|-------------------|-------------------|-----------------------|---------------------|------------------------|---------------------|-----------------------|---------------------|
|                                  |                                 | No.               | No.               | No.                   | Amount              | No.                    | Amount              | No.                   | Amount              |
| 819                              | Administrative Assistant        | 1                 | 1                 | 1                     | 38,480              | 1                      | 46,905              | 1                     | 46,905              |
| 962                              | Assistant Program Specialist    | 2                 | 2                 | 2                     | 47,802              | 1                      | 50,460              | 1                     | 50,460              |
| 114                              | Clerical Specialist             | 2                 | 2                 | 2                     | 53,283              | 3                      | 90,339              | 3                     | 90,339              |
| 2510                             | Data Processing Operations Tech | 1                 | 1                 | 0                     | 0                   | 0                      | 0                   | 0                     | 0                   |
| 419                              | Procurement Assistant           | 3                 | 3                 | 4                     | 140,030             | 3                      | 150,188             | 3                     | 150,188             |
| 424                              | Procurement Director            | 1                 | 1                 | 1                     | 125,762             | 1                      | 79,120              | 1                     | 79,120              |
| 423                              | Procurement Manager             | 0                 | 0                 | 2                     | 135,762             | 2                      | 131,744             | 2                     | 131,744             |
| 420                              | Procurement Specialist          | 1                 | 1                 | 1                     | 42,031              | 3                      | 88,000              | 3                     | 88,000              |
| 966                              | Program Coordinator             | 0                 | 0                 | 3                     | 155,100             | 4                      | 187,468             | 4                     | 187,468             |
| 970                              | Program Manager II              | 2                 | 2                 | 0                     | 0                   | 0                      | 0                   | 0                     | 0                   |
| 964                              | Program Specialist              | 2                 | 2                 | 2                     | 85,905              | 1                      | 213,816             | 1                     | 213,816             |
| 222                              | Secretarial Assistant           | 1                 | 1                 | 0                     | 0                   | 0                      | 0                   | 0                     | 0                   |
| 221                              | Secretarial Clerk II            | 0                 | 0                 | 1                     | 26,166              | 1                      | 27,526              | 1                     | 27,526              |
| 421                              | Senior Procurement Specialist   | 5                 | 5                 | 5                     | 225,728             | 5                      | 252,011             | 5                     | 252,011             |
| <b>TOTAL FULL-TIME POSITIONS</b> |                                 | <b>21</b>         | <b>21</b>         | <b>24</b>             | <b>\$ 1,076,049</b> | <b>25</b>              | <b>\$ 1,317,577</b> | <b>25</b>             | <b>\$ 1,317,577</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.

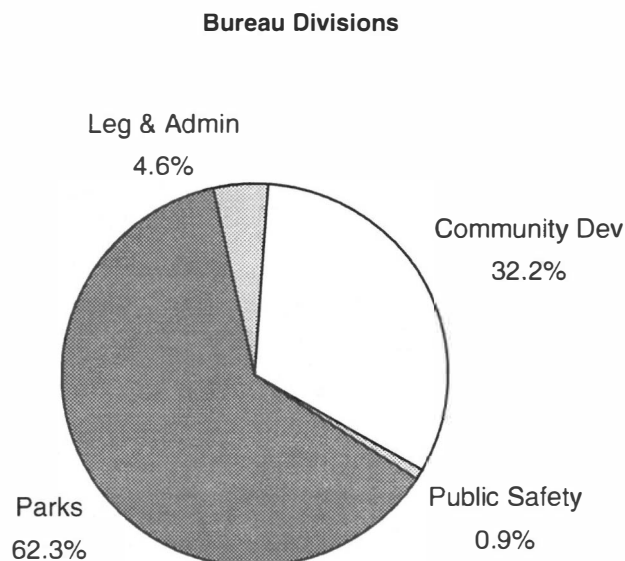
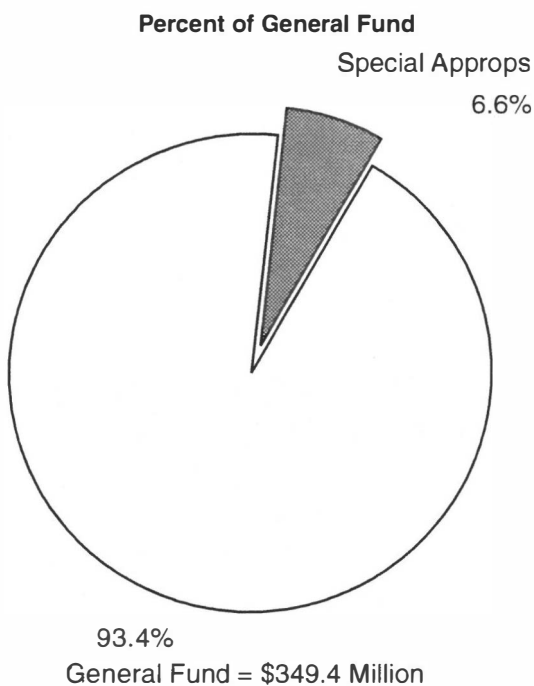
| ACTION  | AMOUNT    |          |                     | FTE         | DECISION                                    |
|---|-----------|----------|---------------------|-------------|---|
|   | Ongoing   | One-Time | Total Package       |             |   |
|   | 2,525,494 | 0        | 2,525,494           | 25.0        | FY 1999-2000 Current Service Level Estimate |
| <b>CSL Estimate Adjustments</b>                 |           |          |                     |             | None  |
| <b>Mayor's Proposed Budget Decisions</b>        |           |          |                     |             |   |
|   | 200,497   |          | 200,497             |             | Apprenticeship Program                      |
|   | 1,246     |          | 1,246               |             | Child Care Facility                         |
|   | 2,915     |          | 2,915               |             | Smart Building Backbone                     |
|   | 3,428     |          | 3,428               |             | Increase Information Technology Interagency |
| <b>Approved Budget Additions and Reductions</b> |           |          |                     |             | None  |
| <b>Adopted Budget Additions and Reductions</b>  |           |          |                     |             |   |
|   | 0         | 5,000    | 5,000               | 0.0         | Carryover for Y2K Nees                      |
|   | 0         | 59,500   | 59,500              | 0.0         | Carryover for Tech. Assistance Encumbrance  |
|   | 208,086   | 64,500   | 272,586             | 0.0         | Total FY 1999-2000 Decision Packages        |
|   |           |          | <b>\$ 2,798,080</b> | <b>25.0</b> | Total Adopted Budget                        |
| <b>FY1999-2000 Decision Packages Not Funded</b> |           |          |                     |             | None  |
|   |           |          | <b>\$ 0</b>         | <b>0.0</b>  | Total Decision Packages Not Funded          |

# Special Appropriations

Legislative, Administrative and Support Services Service Area

Mayor Vera Katz, Commissioner-in-Charge

Timothy Grewe, Director



## Bureau Overview

| Expenditures in Millions                  | Revised<br>FY 1998-99 | Adopted<br>FY 1999-00 | Change from<br>Prior Year | Per Capita<br>Change |
|---|-----------------------|-----------------------|---------------------------|----------------------|
| Operating                                 | 29,245,493            | 23,254,019            | (5,991,474)               | -23.9%               |
| Capital                                   | 0                     | 0                     | 0                         | 0.0%                 |
| Allocated City Overhead Costs             | 0                     | 0                     | 0                         | 0.0%                 |
| <b>Total Cost with Allocated Overhead</b> | <b>\$ 29,245,493</b>  | <b>\$ 23,254,019</b>  | <b>\$ (5,991,474)</b>     | <b>-23.9%</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 HIGHLIGHTS

#### Description

Special appropriations are primarily used for General Fund expenditures on services or projects which are not specific to any particular bureau's operating budget and which provide Citywide benefit. The duration of a special appropriation can be a limited term or ongoing. During the course of any fiscal year, a particular bureau may be identified to provide the service, and the appropriation will be transferred to that bureau.

Adopted FY 1999-00 special appropriations total \$23.3 million.

#### Resources

Resources for special appropriations in FY 1999-00 include

- ◆ \$22.9 million in discretionary General Fund resources, and
- ◆ \$385,038 in other revenues, including
  - ❖ \$145,561 in federal grants,
  - ❖ \$55,000 in interagency repayments, and
  - ❖ \$184,477 in overhead revenues.

#### New Appropriations

New special appropriations for FY 1999-00 total \$6.4 million.

- ◆ **Portland Area Public Schools:** \$4 million one-time funding to Portland area public schools for summer school and for implementation of audit findings and general efficiencies.
- ◆ **Endangered Species Act:** \$724,089 for support of General Fund bureaus' work related to the Endangered Species Act.
- ◆ **Business Retention:** \$100,000 support to PDC for keeping businesses in Portland, related to the Business Development Appropriation.
- ◆ **Millennium Celebration:** \$50,000 for a Citywide year 2000 celebration.

#### Closed Appropriations

The operations and budgets for two special appropriations have been transferred to providing bureaus on an ongoing basis.

- ◆ **Graffiti Removal:** This appropriation will be budgeted in ONI, the bureau which will perform the service.
- ◆ **OMSI Debt Service:** This appropriation will be budgeted in the Governmental Bond Redemption Fund, which pays the debt service.

## General Description

### BUREAU OVERVIEW

#### Description

Special appropriations are primarily used for General Fund expenditures on services or projects which are not specific to any particular bureau's operating budget and which provide Citywide benefit. The duration of a special appropriation can be a limited term or ongoing. During the course of any fiscal year, a particular bureau may be identified to provide the service of the special appropriation.

Note: If the historical actual expenditure of a special appropriation is reported as \$0, it could represent that the appropriation was transferred to the bureau performing that service, and the actual expenditure was reported in that bureau.

Adopted FY 1999-00 special appropriations total \$23.3 million.

### CHANGES FROM PRIOR YEAR

#### New Appropriations

New special appropriations for FY 1999-00 total \$6.4 million.

- ◆ **Portland Area Public Schools:** \$4 million one-time funding to Portland area public schools for summer school and for implementation of audit findings and general efficiencies.
- ◆ **Endangered Species Act:** \$724,089 for support of General Fund bureaus' work related to the Endangered Species Act.
- ◆ **Business Retention:** \$100,000 support to PDC for keeping businesses in Portland, part of the Business Development Appropriation.
- ◆ **Millennium Celebration:** \$50,000 for a Citywide year 2000 celebration.

#### Discontinued Appropriations

Two special appropriations are no longer used, and the appropriation for the specified service is being budgeted directly in the bureau providing the service.

- ◆ **Graffiti Removal:** This appropriation will be budgeted in ONI, the bureau which will perform the service.
- ◆ **OMSI Debt Service:** This appropriation will be budgeted in the Governmental Bond Redemption Fund, which pays the debt service.

## Overview of Programs

### PUBLIC SAFETY SERVICE AREA

#### Public Safety Coordinating Council

##### Description (Center Code 40105030)

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

#### Regional Drug Initiative - Federal Grants

##### Description (Center Codes 40105299 (Portland), 40105399 (Gresham))

The federal grant funds pass through special appropriations to the Regional Drug Initiative (RDI) as an administrative function. This special appropriation is completely offset by federal funds and does not impact the General Fund requirements.

#### Regional Drug Initiative - City Funding

##### Description (Center Code 40105006)

This special appropriation is the City's contribution toward the cost of a multi-jurisdictional partnership in the metropolitan area to fight illegal drug activity. Federal grant funds from the Office of Substance Abuse Prevention are administered through a special appropriation listed in the Legislative/Administrative Service Area. The City's contribution goes toward education and community involvement projects that do not qualify for the RDI grant.

### PARKS & RECREATION SERVICE AREA

#### Cultural Tourism

##### Description (Center Code 40101001)

This special appropriation provides support for facilities development and remodeling of the Portland Art Museum as part of an initiative to attract significant artistic and cultural events to the City. FY 1999-00 is the last year of a five year commitment to provide \$200,000 annual General Fund support.

#### Oregon Historical Society

##### Description (Center Code 40101004)

This appropriation has supported various activities of the Oregon Historical Society. Currently, it supports the City's use of the OHS library and the society's planning for a Year 2000 Citywide celebration. FY 1999-00 is the second year of a two year commitment to provide \$35,000 General Fund support annually.

#### Regional Arts Council/RACC

##### Description (Center Code 40101002)

This special appropriation is for an independent non-profit agency, the Regional Arts and Cultural Council (RACC), formerly the Metropolitan Arts Commission. City funding enables the Council to manage public arts programs, art in education, and neighborhood art programs and to support symphony in the park on an ongoing basis. One-time appropriations include \$200,000 for year two of a five year commitment to Arts Stabilization, \$200,000 for year two of a five year commitment to the ballet, and \$200,000 for year one of a five year commitment to the opera.



|   |  |
|---|--|
| <b>MERC/PCPA</b>                          | <p><b>Description (Center Code 40110036)</b></p> <p>As per City/Metro Facilities Consolidation Committee's recommendation, this special appropriation supports the Portland Center for Performing Arts' tenant relief and expanded marketing efforts.</p>  |
| <b>School Surplus Property</b>            | <p><b>Description (Center Code 40105034)</b></p> <p>This special appropriation represents a carryover of unexpended balance to be used in FY 1999-00. In FY 1998-99, this special appropriation provided one-time support of \$7,050,000 to the Portland Public Schools, through the purchase of excess school properties which are added to the parks system.</p>   |
| <b>Endangered Species Act</b>             | <p><b>Description (Center Code 40110200)</b></p> <p>This special appropriation provides support to General Fund bureaus for their current efforts in response to the requirements of the Endangered Species Act. The Bureau of Environmental Services is coordinating the City's response and actions.</p>   |
| <b>COMMUNITY DEVELOPMENT SERVICE AREA</b> |  |
| <b>Portland Area Schools</b>              | <p><b>Description (Center Code 40105025)</b></p> <p>This special appropriation provides one-time General Fund support for summer school and operational or management efficiencies in Portland area schools.</p>   |
| <b>Workforce Development</b>              | <p><b>Description (Center Code 40110048)</b></p> <p>This special appropriation continues support for information and referral services to connect job seekers in northeast Portland with job training, placement, and social service programs. Particular emphasis is placed on helping clients overcome barriers to employment, such as lack of child care, transportation, or health care. Administration of this program changes from PDC to BHCD in FY 1998-99.</p>                                |
| <b>PDC - 2040 Development</b>             | <p><b>Description (Center Codes 40110026 (Planning), 40110055 (Implementation))</b></p> <p>These special appropriations support infrastructure projects that meet the City's 2040 growth goals and plans.</p>  |
| <b>Block By Block Weatherization</b>      | <p><b>Description (Center Code 40133001)</b></p> <p>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.</p>  |
| <b>Downtown Services</b>                  | <p><b>Description (Center Code 40115001)</b></p> <p>This special appropriation began in FY 1991-92 and pays for services to keep downtown Portland a safe and attractive center for people and businesses. Services include a park bicycle patrol, enhanced security for Pioneer Courthouse Square, public rest-room cleaning, and maintenance of flowers along the transit mall and light rail corridor. This appropriation is in addition to the Clean &amp; Safe assessment the City also pays.</p> |

|   |  |
|---|--|
| <b>Clean &amp; Safe</b>                     | <p><b>Description (Center Code 40106001)</b></p> <p>This special appropriation funds the City's share of the Downtown Economic Improvement District (EID), based on the management of commercial building space in the district. These charges to downtown property managers support guides, marketing strategy, enhanced security, and street cleaning services downtown.</p>           |
| <b>PDC - Business Development</b>           | <p><b>Description (Center Code 40110047)</b></p> <p>This special appropriation supports the expansion and retention of businesses located in Portland in order to create and retain jobs. The program focuses on northeast and outer southeast Portland.</p>   |
| <b>PDC - Business Districts Development</b> | <p><b>Description (Center Code 40110050)</b></p> <p>This appropriation enables facilitation and technical assistance in the formation and improvement of local business districts. Local business districts form to enhance the neighborhood and commercial environment in which they operate. Funding for this program is administered through the Portland Development Commission.</p> |
| <b>PDC - Waterfront Dev. Activities</b>     | <p><b>Description (Center Code 40110052)</b></p> <p>This special appropriation supports the expansion and retention of businesses located in Portland in order to create and retain jobs. The program focuses on areas near the downtown waterfront business district.</p>   |
| <b>PDC - Targeted Industry Jobs</b>         | <p><b>Description (Center Code 40110051)</b></p> <p>This special appropriation funds the establishment of training, employment, job strategies, and infrastructure targeted to outer southeast City residents. This will create a system similar to the model being used in northeast Portland.</p>  |
| <b>PDC - Business Retention</b>             | <p><b>Description (Center Code 40110054)</b></p> <p>This special appropriation targets activities that will encourage businesses to remain or locate in Portland.</p>  |
| <b>Civil Rights Mediation</b>               | <p><b>Description (Center Code 40105031)</b></p> <p>This program provides services that support Portland's Civil Rights ordinance.</p>   |
| <b>Civil Rights Enforcement</b>             | <p><b>Description (Center Code 40103012)</b></p> <p>This special appropriation provides funding for contracts with the Oregon State Bureau of Labor and Industry and the Fair Housing Council to coordinate the enforcement of the City's civil rights ordinance. It is managed by BHCD.</p>   |
| <b>TRANSPORTATION SERVICE AREA</b>          |  |
| <b>Employee Transit Program</b>             | <p><b>Description (Center Code 40108001)</b></p> <p>This appropriation funds a program to encourage alternative transit modes for City employees in order to relieve traffic congestion and improve air quality.</p>   |

**LEGISLATIVE & ADMINISTRATION SERVICE AREA**

|                                    |   |
|------------------------------------|---|
| <b>Business License Refunds</b>    | <p><b>Description (Center Code 40111001)</b></p> <p>This special appropriation covers refunds required when businesses overpay business license fees.</p>   |
| <b>Membership and Dues</b>         | <p><b>Description (Center Code 40111001)</b></p> <p>This special appropriation covers the City's memberships and dues as a municipality. Fees are projected to be as follows: League of Oregon Cities, \$82,979; US Conference of Mayors, \$14,634; National League of Cities, \$15,087; METRO, \$111,914; Metro Annexations Service, \$26,197; Public Technology, \$15,456; Growth Management Caucus and Performance Measure Consortium, \$15,456.</p> |
| <b>Leaders Roundtable</b>          | <p><b>Description (Center Code 40105013)</b></p> <p>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.</p>   |
| <b>Innovations Loan Fund</b>       | <p><b>Description (Center Code 40105014)</b></p> <p>This special appropriation enables the City to encourage, recognize, and implement innovative and entrepreneurial projects at the bureau level.</p>   |
| <b>Employee Suggestion Program</b> | <p><b>Description (Center Code 40105015)</b></p> <p>This program recognizes and encourages innovative suggestions from City employees that will save the City money.</p>  |
| <b>Management Council</b>          | <p><b>Description (Center Code 40110005)</b></p> <p>This is an annual appropriation for development activities and meetings of the City's bureau managers.</p>  |
| <b>Council Emergency Fund</b>      | <p><b>Description (Center Code 40110006)</b></p> <p>This is an annual appropriation for use by the Mayor and commissioners as specified by City Charter 2-105a 14 &amp; 2-108.</p>  |
| <b>IRS Rebate</b>                  | <p><b>Description (Center Code 40100031)</b></p> <p>This special appropriation funds a rebate to the US Internal Revenue Service owed by the City of Portland.</p>  |
| <b>DCTU Training</b>               | <p><b>Description (Center Code 40110042)</b></p> <p>This special appropriation resulted from labor negotiations. It is a four year appropriation, beginning in FY 1997-98, that provides training for the District Council Trade Union (DCTU) represented employees. \$300,000 of this appropriation represents carryover of unexpended balances from FY 1997-99.</p>   |

**ITSP Computers****Description (Center Code 40110044)**

This special appropriation provides funding for replacement of computer hardware Citywide in order for City employees to maintain an acceptable and compatible level of technological capability. This appropriation represents a carryover of unexpended appropriation from FY 1998-99.

**Unemployment Insurance****Description (Center Code 40110003)**

This special appropriation provides for the General Fund share of the cost of the City's unemployment insurance claims.

**Compensation Adjustments****Description (Center Code 40110004)**

This special appropriation is a set-aside for General Fund adjustments to salaries and benefits for City employees, based on projections of inflation. These funds are distributed to bureaus during the Spring Budget Monitoring Process each fiscal year.

**Millennium Celebration****Description (Center Code 40105035)**

This special appropriation provides support for a millennium celebration.

# Special Appropriations AU 401

## SUMMARY OF BUREAU BUDGET

|   | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>EXPENDITURES</b>   |                      |                      |                       |                        |                       |
| <b>Operating Budget</b>   |                      |                      |                       |                        |                       |
| Personal Services   | 52,951               | 175,608              | 0                     | 0                      | 0                     |
| External Materials and Service  | 22,590,688           | 15,438,433           | 21,681,820            | 19,099,893             | 20,408,419            |
| Internal Materials and Service  | 206,328              | 118,660              | 513,673               | 912,575                | 912,600               |
| Minor Capital Outlay  | 0                    | 0                    | 7,050,000             | 0                      | 1,933,000             |
| Equipment Cash Transfers  | 0                    | 2,344                | 0                     | 0                      | 0                     |
| <b>Total Operating Budget</b>   | <b>22,849,967</b>    | <b>15,735,045</b>    | <b>29,245,493</b>     | <b>20,012,468</b>      | <b>23,254,019</b>     |
| Capital Improvements  | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>TOTAL BUREAU EXPENDITURES</b>  | <b>\$ 22,849,967</b> | <b>\$ 15,735,045</b> | <b>\$ 29,245,493</b>  | <b>\$ 20,012,468</b>   | <b>\$ 23,254,019</b>  |
| Allocated Overhead Costs  |                      |                      | 0                     | 0                      | 0                     |
| <b>Total Cost with Allocated Overhead</b>   |                      |                      | <b>29,245,493</b>     | <b>20,012,468</b>      | <b>23,254,551</b>     |
| <b>Authorized Full-Time Positions</b>   |                      |                      |                       |                        |                       |
| General Fund Discretionary  | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>TOTAL POSITIONS</b>  | <b>0</b>             | <b>0</b>             | <b>0</b>              | <b>0</b>               | <b>0</b>              |
| <b>RESOURCES</b>  |                      |                      |                       |                        |                       |
| Discretionary General Fund  |                      | 14,953,993           | 28,817,100            | 19,624,815             | 22,868,981            |
| <b>Non-Discretionary Revenues</b>   |                      |                      |                       |                        |                       |
| Grants & Donations  |                      | 411,139              | 224,052               | 145,561                | 145,561               |
| Contract Revenues   |                      | 0                    | 0                     | 0                      | 0                     |
| Interagency Revenues  |                      | 167,903              | 30,000                | 55,000                 | 55,000                |
| Bureau Program Revenues   |                      | 0                    | 0                     | 0                      | 0                     |
| Overhead Revenues   |                      | 202,010              | 174,341               | 187,092                | 184,477               |
| <b>Total Non-Discretionary Revenues</b>   |                      | <b>781,052</b>       | <b>428,393</b>        | <b>387,653</b>         | <b>385,038</b>        |
| <b>TOTAL GENERAL FUND RESOURCES</b>   |                      | <b>\$ 15,735,045</b> | <b>\$ 29,245,493</b>  | <b>\$ 20,012,468</b>   | <b>\$ 23,254,019</b>  |
| Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.         |                      |                      |                       |                        |                       |
| Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue. |                      |                      |                       |                        |                       |
| <b>DIVISIONS</b>  |                      |                      |                       |                        |                       |
| Community Development Service Area  |                      | 7,400,510            | 5,079,209             | 8,837,075              | 8,057,186             |
| Positions   |                      | 0                    | 0                     | 0                      | 0                     |
| Legislative & Administration Service Area   |                      | 5,141,825            | 13,513,026            | 7,267,607              | 8,631,958             |
| Positions   |                      | 0                    | 0                     | 0                      | 0                     |
| Parks & Recreation Service Area   |                      | 2,692,853            | 10,248,221            | 3,566,707              | 6,223,796             |
| Positions   |                      | 0                    | 0                     | 0                      | 0                     |
| Public Safety Service Area  |                      | 436,789              | 275,547               | 201,191                | 201,191               |
| Positions   |                      | 0                    | 0                     | 0                      | 0                     |
| Transportation Service Area   |                      | 63,068               | 129,490               | 139,888                | 139,888               |
| Positions   |                      | 0                    | 0                     | 0                      | 0                     |
| <b>TOTAL DIVISIONS</b>  |                      | <b>\$ 15,735,045</b> | <b>\$ 29,245,493</b>  | <b>\$ 20,012,468</b>   | <b>\$ 23,254,019</b>  |
| Positions   |                      | 0                    | 0                     | 0                      | 0                     |

|  | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|--|----------------------|-----------------------|------------------------|-----------------------|
| <b>PROGRAMS</b>                                      |                      |                       |                        |                       |
| <b>COMMUNITY DEVELOPMENT SERVICE AREA</b>            |                      |                       |                        |                       |
| PDC - 2040   | 919,671              | 1,090,981             | 1,043,400              | 1,043,400             |
| <i>Positions</i>                                     | 0                    | 0                     | 0                      | 0                     |
| Outer Southeast                                      | 800,000              | 0                     | 0                      | 0                     |
| <i>Positions</i>                                     | 0                    | 0                     | 0                      | 0                     |
| Neighborhood Seed Fund                               | 0                    | 134,000               | 0                      | 0                     |
| <i>Positions</i>                                     | 0                    | 0                     | 0                      | 0                     |
| OMSI   | 0                    | 325,000               | 0                      | 0                     |
| <i>Positions</i>                                     | 0                    | 0                     | 0                      | 0                     |
| PDC Business Development                             | 418,036              | 432,164               | 466,866                | 466,866               |
| <i>Positions</i>                                     | 0                    | 0                     | 0                      | 0                     |
| PDC NE Workforce Center                              | 94,763               | 97,966                | 105,833                | 105,833               |
| <i>Positions</i>                                     | 0                    | 0                     | 0                      | 0                     |
| PDC OSE Lents Program                                | 476,793              | 467,566               | 0                      | 0                     |
| <i>Positions</i>                                     | 0                    | 0                     | 0                      | 0                     |
| PDC Business Districts                               | 47,756               | 50,000                | 54,015                 | 54,015                |
| <i>Positions</i>                                     | 0                    | 0                     | 0                      | 0                     |
| PDC Targeted Industry Jobs                           | 106,773              | 110,381               | 119,244                | 119,244               |
| <i>Positions</i>                                     | 0                    | 0                     | 0                      | 0                     |
| PDC Waterfront Dev. Activities                       | 428,719              | 443,208               | 479,657                | 479,657               |
| <i>Positions</i>                                     | 0                    | 0                     | 0                      | 0                     |
| PDC Business Retention                               | 0                    | 0                     | 100,000                | 100,000               |
| <i>Positions</i>                                     | 0                    | 0                     | 0                      | 0                     |
| PDC 2040 Implementation                              | 0                    | 0                     | 521,648                | 521,648               |
| <i>Positions</i>                                     | 0                    | 0                     | 0                      | 0                     |
| Willamette Greenway Plan                             | 0                    | 0                     | 724,089                | 0                     |
| <i>Positions</i>                                     | 0                    | 0                     | 0                      | 0                     |
| Downtown Services                                    | 518,749              | 844,093               | 904,645                | 848,845               |
| <i>Positions</i>                                     | 0                    | 0                     | 0                      | 0                     |
| Block by Block Weatherization                        | 182,572              | 188,743               | 203,899                | 203,899               |
| <i>Positions</i>                                     | 0                    | 0                     | 0                      | 0                     |
| Civil Rights Fair Housing Council                    | 20,353               | 42,077                | 45,456                 | 45,456                |
| <i>Positions</i>                                     | 0                    | 0                     | 0                      | 0                     |
| Portland Area Schools                                | 3,286,923            | 350,000               | 4,000,000              | 4,000,000             |
| <i>Positions</i>                                     | 0                    | 0                     | 0                      | 0                     |
| Graffiti Removal                                     | 0                    | 280,069               | 0                      | 0                     |
| <i>Positions</i>                                     | 0                    | 0                     | 0                      | 0                     |
| Civil Rights Mediation                               | 0                    | 50,000                | 50,000                 | 50,000                |
| <i>Positions</i>                                     | 0                    | 0                     | 0                      | 0                     |
| North Macadam  | 92,500               | 156,000               | 0                      | 0                     |
| <i>Positions</i>                                     | 0                    | 0                     | 0                      | 0                     |
| Clean & Safe (EID)                                   | 6,902                | 16,961                | 18,323                 | 18,323                |
| <i>Positions</i>                                     | 0                    | 0                     | 0                      | 0                     |
| <b>TOTAL PROGRAMS</b>                                | <b>\$ 7,400,510</b>  | <b>\$ 5,079,209</b>   | <b>\$ 8,837,075</b>    | <b>\$ 8,057,186</b>   |
| <i>Positions</i>                                     | 0                    | 0                     | 0                      | 0                     |
| <b>LEGISLATIVE &amp; ADMINISTRATION SERVICE AREA</b> |                      |                       |                        |                       |
| IRS Rebate   | 0                    | 93,600                | 0                      | 93,600                |
| <i>Positions</i>                                     | 0                    | 0                     | 0                      | 0                     |
| Safety Net Severance Program                         | 18,350               | 0                     | 0                      | 0                     |
| <i>Positions</i>                                     | 0                    | 0                     | 0                      | 0                     |
| Targeted Severance Program                           | 175,608              | 0                     | 0                      | 0                     |
| <i>Positions</i>                                     | 0                    | 0                     | 0                      | 0                     |
| DCTU   | 0                    | 300,000               | 357,257                | 450,000               |
| <i>Positions</i>                                     | 0                    | 0                     | 0                      | 0                     |
| ITSP Capital   | 0                    | 195,000               | 0                      | 54,000                |
| <i>Positions</i>                                     | 0                    | 0                     | 0                      | 0                     |
| Business License Refunds                             | 4,415,321            | 5,667,760             | 3,793,897              | 3,935,438             |
| <i>Positions</i>                                     | 0                    | 0                     | 0                      | 0                     |
| City Membership and Dues                             | 302,003              | 273,418               | 281,723                | 281,723               |
| <i>Positions</i>                                     | 0                    | 0                     | 0                      | 0                     |
| Leaders Roundtable                                   | 10,000               | 10,000                | 10,137                 | 10,137                |
| <i>Positions</i>                                     | 0                    | 0                     | 0                      | 0                     |
| Innovations Fund                                     | 0                    | 94,897                | 125,108                | 180,788               |
| <i>Positions</i>                                     | 0                    | 0                     | 0                      | 0                     |

# Special Appropriations AU 401

## BUREAU PROGRAMS BY DIVISION

|  | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|--|----------------------|-----------------------|------------------------|-----------------------|
| <b>PROGRAMS</b>                            |                      |                       |                        |                       |
| Employee Suggestion Program                | 4,655                | 31,014                | 31,440                 | 31,440                |
| Positions                                  | 0                    | 0                     | 0                      | 0                     |
| Millenium Celebration                      | 0                    | 0                     | 50,000                 | 50,000                |
| Positions                                  | 0                    | 0                     | 0                      | 0                     |
| Unemployment Insurance                     | 207,472              | 200,000               | 200,000                | 200,000               |
| Positions                                  | 0                    | 0                     | 0                      | 0                     |
| Compensation Adjustments                   | 0                    | 6,634,884             | 2,405,421              | 3,332,208             |
| Positions                                  | 0                    | 0                     | 0                      | 0                     |
| Management Council                         | 1,416                | 5,453                 | 5,528                  | 5,528                 |
| Positions                                  | 0                    | 0                     | 0                      | 0                     |
| Council Emergency Funds                    | 7,000                | 7,000                 | 7,096                  | 7,096                 |
| Positions                                  | 0                    | 0                     | 0                      | 0                     |
| <b>TOTAL PROGRAMS</b>                      | <b>\$ 5,141,825</b>  | <b>\$ 13,513,026</b>  | <b>\$ 7,267,607</b>    | <b>\$ 8,631,958</b>   |
| Positions                                  | 0                    | 0                     | 0                      | 0                     |
| <b>PARKS &amp; RECREATION SERVICE AREA</b> |                      |                       |                        |                       |
| Cultural Tourism                           | 200,000              | 200,000               | 200,000                | 200,000               |
| Positions                                  | 0                    | 0                     | 0                      | 0                     |
| MERC/PCPA                                  | 600,000              | 620,277               | 670,084                | 670,084               |
| Positions                                  | 0                    | 0                     | 0                      | 0                     |
| Endangered Species Act                     | 0                    | 0                     | 0                      | 724,089               |
| Positions                                  | 0                    | 0                     | 0                      | 0                     |
| Regional Arts & Culture Commission         | 1,595,526            | 2,342,944             | 2,661,623              | 2,661,623             |
| Positions                                  | 0                    | 0                     | 0                      | 0                     |
| Oregon Historical Society                  | 18,810               | 35,000                | 35,000                 | 35,000                |
| Positions                                  | 0                    | 0                     | 0                      | 0                     |
| Neighborsafe                               | 278,517              | 0                     | 0                      | 0                     |
| Positions                                  | 0                    | 0                     | 0                      | 0                     |
| Schools Land Acquisition                   | 0                    | 7,050,000             | 0                      | 1,933,000             |
| Positions                                  | 0                    | 0                     | 0                      | 0                     |
| <b>TOTAL PROGRAMS</b>                      | <b>\$ 2,692,853</b>  | <b>\$ 10,248,221</b>  | <b>\$ 3,566,707</b>    | <b>\$ 6,223,796</b>   |
| Positions                                  | 0                    | 0                     | 0                      | 0                     |
| <b>PUBLIC SAFETY SERVICE AREA</b>          |                      |                       |                        |                       |
| Regional Drug Initiative-City Contribution | 25,650               | 25,650                | 27,710                 | 27,710                |
| Positions                                  | 0                    | 0                     | 0                      | 0                     |
| Justice Council                            | 0                    | 25,845                | 27,920                 | 27,920                |
| Positions                                  | 0                    | 0                     | 0                      | 0                     |
| Regional Drug Initiative                   | 411,139              | 224,052               | 145,561                | 145,561               |
| Positions                                  | 0                    | 0                     | 0                      | 0                     |
| <b>TOTAL PROGRAMS</b>                      | <b>\$ 436,789</b>    | <b>\$ 275,547</b>     | <b>\$ 201,191</b>      | <b>\$ 201,191</b>     |
| Positions                                  | 0                    | 0                     | 0                      | 0                     |
| <b>TRANSPORTATION SERVICE AREA</b>         |                      |                       |                        |                       |
| Employee Transit Program                   | 63,068               | 129,490               | 139,888                | 139,888               |
| Positions                                  | 0                    | 0                     | 0                      | 0                     |
| <b>TOTAL PROGRAMS</b>                      | <b>\$ 63,068</b>     | <b>\$ 129,490</b>     | <b>\$ 139,888</b>      | <b>\$ 139,888</b>     |
| Positions                                  | 0                    | 0                     | 0                      | 0                     |

# Special Appropriations AU 401

## LINE ITEM DETAIL

|   | Actual<br>FY 1996-97 | Actual<br>FY 1997-98 | Revised<br>FY 1998-99 | Approved<br>FY 1999-00 | Adopted<br>FY 1999-00 |
|---|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| <b>Personnel Services</b>                   |                      |                      |                       |                        |                       |
| 511000 Full-Time Employees                  | 979                  | 153,672              | 0                     | 0                      | 0                     |
| 512000 Part-Time Employees                  | 41,463               | 0                    | 0                     | 0                      | 0                     |
| 517000 Benefits                             | 9,606                | 21,936               | 0                     | 0                      | 0                     |
| 518000 Paid Absence                         | 903                  | 0                    | 0                     | 0                      | 0                     |
| <b>Total Personnel Services</b>             | <b>52,951</b>        | <b>175,608</b>       | <b>0</b>              | <b>0</b>               | <b>0</b>              |
| <b>Materials and Services</b>               |                      |                      |                       |                        |                       |
| <b>External Materials and Service</b>       |                      |                      |                       |                        |                       |
| 521000 Professional Services                | 68,250               | 89,485               | 375,736               | 0                      | 0                     |
| 522000 Utilities                            | 8,187                | 6,650                | 2,032                 | 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               | 7,396,595            | 5,782,216            | 4,907,966             | 9,217,218              | 9,161,418             |
| 531000 Office Supplies                      | 11,371               | 9,611                | 6,672                 | 1,000                  | 1,000                 |
| 532000 Operating Supplies                   | 0                    | 0                    | 195,000               | 0                      | 54,000                |
| 533000 Repair & Maintenance Supplies        | 0                    | 0                    | 0                     | 0                      | 0                     |
| 534000 Minor Equipment & Tools              | 652                  | 0                    | 0                     | 0                      | 0                     |
| 535000 Clothing & Uniforms                  | 0                    | 0                    | 0                     | 0                      | 0                     |
| 539000 Other Commodities External           | 0                    | 0                    | 0                     | 0                      | 0                     |
| 541000 Education                            | 1,674                | 25                   | 300,500               | 358,257                | 451,000               |
| 542000 Local Travel                         | 330                  | 0                    | 280                   | 0                      | 0                     |
| 543000 Out-of-Town Travel                   | 9,200                | 6,608                | 1,651                 | 0                      | 0                     |
| 544000 Space Rental                         | 15,707               | 10,575               | 5,375                 | 0                      | 0                     |
| 545000 Interest                             | 4,971                | 14,119               | 5,000                 | 10,000                 | 10,000                |
| 546000 Refunds                              | 3,655,683            | 4,401,202            | 5,662,760             | 3,783,897              | 3,925,438             |
| 547000 Retirement System Payments           | 0                    | 0                    | 0                     | 0                      | 0                     |
| 549000 Miscellaneous                        | 11,418,068           | 5,117,942            | 10,218,848            | 5,729,521              | 6,805,563             |
| <b>Total External Materials and Service</b> | <b>22,590,688</b>    | <b>15,438,433</b>    | <b>21,681,820</b>     | <b>19,099,893</b>      | <b>20,408,419</b>     |
| <b>Internal Materials and Service</b>       |                      |                      |                       |                        |                       |
| 551000 Fleet Services                       | 149                  | 104                  | 156                   | 207                    | 207                   |
| 552000 Printing & Distribution              | 26,409               | 17,788               | 3,079                 | 3,500                  | 3,500                 |
| 553000 Facilities Services                  | 1,636                | 1,663                | 1,706                 | 1,779                  | 1,779                 |
| 554000 Communications Services              | 2,910                | 0                    | 0                     | 0                      | 0                     |
| 555000 Data Processing Services             | 1,456                | 0                    | 0                     | 0                      | 25                    |
| 556000 Insurance                            | 0                    | 0                    | 0                     | 0                      | 0                     |
| 557000 Master Lease                         | 0                    | 0                    | 0                     | 0                      | 0                     |
| 558000 Same Fund Services                   | 173,768              | 99,105               | 183,732               | 183,000                | 183,000               |
| 559000 Other Fund Services                  | 0                    | 0                    | 325,000               | 724,089                | 724,089               |
| <b>Total Internal Materials and Service</b> | <b>206,328</b>       | <b>118,660</b>       | <b>513,673</b>        | <b>912,575</b>         | <b>912,600</b>        |
| <b>Total Materials and Services</b>         | <b>22,797,016</b>    | <b>15,557,093</b>    | <b>22,195,493</b>     | <b>20,012,468</b>      | <b>21,321,019</b>     |
| <b>Capital Outlay</b>                       |                      |                      |                       |                        |                       |
| 561000 Land                                 | 0                    | 0                    | 7,050,000             | 0                      | 1,933,000             |
| 562000 Buildings                            | 0                    | 0                    | 0                     | 0                      | 0                     |
| 563000 Improvements                         | 0                    | 0                    | 0                     | 0                      | 0                     |
| 564000 Capital Equipment                    | 0                    | 0                    | 0                     | 0                      | 0                     |
| 565000 Facilities Lease/Purchase            | 0                    | 0                    | 0                     | 0                      | 0                     |
| 566000 Equipment Lease/Purchase             | 0                    | 0                    | 0                     | 0                      | 0                     |
| 568000 Other Capital Expenditure            | 0                    | 0                    | 0                     | 0                      | 0                     |
| 569000 Depreciation                         | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>Total Capital Outlay</b>                 | <b>0</b>             | <b>0</b>             | <b>7,050,000</b>      | <b>0</b>               | <b>1,933,000</b>      |
| 573000 Equipment Cash Transfers             | 0                    | 2,344                | 0                     | 0                      | 0                     |
| 576000 Minor Equipment Transfers            | 0                    | 0                    | 0                     | 0                      | 0                     |
| <b>TOTAL BUREAU EXPENSES</b>                | <b>\$ 22,849,967</b> | <b>\$ 15,735,045</b> | <b>\$ 29,245,493</b>  | <b>\$ 20,012,468</b>   | <b>\$ 23,254,019</b>  |



# Special Appropriations AU 401

## FULL-TIME POSITIONS

| Class                     | Title | Actual<br>FY 1997 | Actual<br>FY 1998 | Revised<br>FY 1998–99 |        | Approved<br>FY 1999–00 |        | Adopted<br>FY 1999–00 |        |
|---------------------------|-------|-------------------|-------------------|-----------------------|--------|------------------------|--------|-----------------------|--------|
|                           |       | No.               | No.               | No.                   | Amount | No.                    | Amount | No.                   | Amount |
|                           |       |                   |                   |                       |        |                        |        |                       |        |
| TOTAL FULL-TIME POSITIONS |       | 0                 | 0                 | 0                     | \$ 0   | 0                      | \$ 0   | 0                     | \$ 0   |

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## 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        |            |  |
|   | 12,797,770 | 200,561   | 12,998,331           | 0.0        | FY 1999-00 Current Service Level Estimate      |
| <b>CSL Estimate Adjustments</b>                 |            |           |                      |            | None   |
| <b>Mayor's Proposed Budget Decisions</b>        |            |           |                      |            |  |
|   | 0          | 35,000    | 35,000               | 0.0        | 2 of 2 yr. Oregon Historical Society           |
|   | 0          | 50,000    | 50,000               | 0.0        | Millenium Celebration                          |
|   | 0          | 200,000   | 200,000              | 0.0        | 2 of 5 yr. Ballet-RACC                         |
|   | 0          | 200,000   | 200,000              | 0.0        | 1 of 5 yr. Opera-RACC                          |
|   | 0          | 90,000    | 90,000               | 0.0        | Pioneer Square-Downtown                        |
|   | 0          | 100,000   | 100,000              | 0.0        | Business Retention                             |
|   | 0          | 724,089   | 724,089              | 0.0        | Endangered Species Act (ESA)                   |
|   | 0          | 50,000    | 50,000               | 0.0        | 2 of 2 yr. Civil Rights Mediation              |
|   | 0          | 4,000,000 | 4,000,000            | 0.0        | Public Schools                                 |
|   | 0          | 521,648   | 521,648              | 0.0        | 2040 Implementation                            |
|   | 0          | 1,043,400 | 1,043,400            | 0.0        | 2040 Planning                                  |
| <b>Approved Budget Additions and Reductions</b> |            |           |                      |            | None   |
| <b>Adopted Budget Additions and Reductions</b>  |            |           |                      |            |  |
|   | 0          | 55,680    | 55,680               | 0.0        | Carryover of S/A Innovations Loan Fund         |
|   | 0          | 300,000   | 300,000              | 0.0        | Carryover of S/A DCTU Training                 |
|   | 0          | 93,600    | 93,600               | 0.0        | Carryover of S/A IRS Rebate                    |
|   | 0          | 54,000    | 54,000               | 0.0        | Carryover of ITSP Computers S/A                |
|   | 0          | 1,933,000 | 1,933,000            | 0.0        | Carryover Schools Land Acquisition             |
|   | 0          | (55,800)  | (55,800)             | 0.0        | Shift funding for crime prevention to ONI      |
|   | 907,880    | 0         | 907,880              | 0.0        | Additional for Class Comp Set Aside from DCTU  |
|   | (252,775)  | 0         | (252,775)            | 0.0        | Reduction of comp setaside for non-GF bureaus  |
|   | 0          | 141,541   | 141,541              | 0.0        | Additional for Business License Refunds        |
|   | 45,518     | 0         | 45,518               | 0.0        | Additional for Comp Set Aside                  |
|   | 18,907     | 0         | 18,907               | 0.0        | Additional for Comp Set Aside                  |
|   | 719,530    | 9,536,158 | 10,255,688           | 0.0        | Total FY 1999-00 Decision Packages             |
|   |            |           | <b>\$ 23,254,019</b> | <b>0.0</b> | Total Adopted Budget                           |
| <b>FY1999-00 Decision Not Funded</b>            |            |           |                      |            |  |
|   | 65,712     | 0         | 65,712               | 0.0        | Increase available balance of ILF to \$250,000 |
|   |            |           | <b>\$ 65,712</b>     | <b>0.0</b> | Total Decision Packages Not Funded             |

# Glossary

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

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

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

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

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

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

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

**BEGINNING BALANCE:** Resources less requirements remaining from the previous fiscal year, 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.

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**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 FINANCE AND ADMINISTRATION (OF&A):** The appropriation 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 Financial Planning Division, which is responsible for planning and administering the budget process.

**ONE-TIME EXPENDITURES:** These are expenditures for one-time projects or services. After the project or service is completed, expenditures are terminated and 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.