



CITY OF PORTLAND PROPOSED BUDGET

**VOLUME ONE
Bureau Budgets
Fiscal Year 2010-11**

Mural detail taken from "A Neighborhood in Motion"
At 7215 NE Sandy Blvd

Artists:

Angelina Marino
Gary Herd
Marlys Mick
Joel Heidel

Date: 2008
Medium: Acrylic
Dimensions: overall: 12' x 60'
area: 720 square feet

Funding Source: RACC's Public Art Mural Program/Private Funding

This mural reflects the surrounding community and its history, brought together by the mural process. A winding road with trucks and cars, a barbershop, grocers, soda jerk, war time workers, and unicyclist are among the many neighborhood images shown.

Artists, business owners and community members work together to revitalize and beautify their neighborhoods through the Public Art Murals Program. This City of Portland program is administered by the Regional Arts & Culture Council (www.racc.org) as part of its Public Art Program. New murals are reviewed by a public art advisory committee which includes artists, arts advocates and professionals as well as a representative from the City's Design Commission.

The program provides funding for murals that reflect a diversity in style and media and encourages artists from diverse backgrounds and range of experience to apply. Murals approved through this program become part of the City's public art collection.

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Proposed Budget

City of Portland, Oregon

Fiscal Year 2010-11
Volume One

Citywide Summaries
and Bureau Budgets

Mayor Sam Adams

Commissioner Nick Fish

Commissioner Amanda Fritz

Commissioner Randy Leonard

Commissioner Dan Saltzman

Auditor LaVonne Griffin-Valade

*This document is printed on 100% post-
consumer waste recycled paper.*

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Budget Award

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award for Distinguished Budget Presentation to the City of Portland, Oregon for its annual budget for the fiscal year beginning July 1, 2009.

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

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

**City of Portland
Oregon**

For the Fiscal Year Beginning

July 1, 2009

A handwritten signature in black ink, appearing to be 'JHR'.

President

A handwritten signature in black ink, appearing to be 'Jeffrey P. Egan'.

Executive Director



User's Guide

The FY 2010-11 Proposed Budget document consists of two volumes. Volume One contains general information and an overview of the Adopted Budget for the City of Portland, as well as the budgets for individual City bureaus and offices. Volume Two provides detailed information about the City's funds.

VOLUME ONE - BUREAU BUDGETS

Mayor's Message A message from Mayor Sam Adams about the challenges, opportunities, and uncertainties he and the four City Commissioners faced in preparing the FY 2010-11 budget. The message highlights the Mayor's budget priorities and the principles adhered to in crafting the budget.

Overviews

Budget Overview

The Budget Overview presents the total City budget from a number of technical perspectives, discusses significant changes to funds, and outlines the City's overall budget process. It also summarizes key budget decisions and delineates the links between those decisions and City Council goals and strategic issues.

Financial Overview

The Financial Overview lays out the City's financial planning process, fiscal structure, and related policies. This section also includes the five-year forecast, a discussion of City debt management, and highlights of key revenue and expenditure trends.

Budget Notes

The Budget Notes section lists issues for which Council requires further analysis or action. The notes generally direct a bureau to undertake a particular assignment.

Financial Summaries

These summaries show Citywide revenues and expenses in total and by service area, as well as General Fund revenues and expenses and authorized positions. Tables at the beginning of Volume One summarize the City budget across all funds, list bureau expenses and total City expenses by fund, and detail the City's capital improvement plan. The Appropriation Schedule, tax levy computations, and urban renewal tax certifications are also included.

Service Area Information

City bureaus are categorized into service areas based on the nature of their programs and services. The City's six service areas are:

- ♦ Public Safety
- ♦ Parks, Recreation, and Culture
- ♦ Public Utilities
- ♦ Community Development
- ♦ Transportation and Parking
- ♦ Legislative, Administrative, and Support

VOLUME TWO - CITY FUNDS

Fund Summaries by Service Area

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

Figure 1 in the Volume Two User's Guide lists the funds by managing agency, linking the Volume One bureau presentations with the Volume Two funds information.

QUESTIONS

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

Mayor's Message



Office of Mayor Sam Adams
City of Portland

INTRODUCTION

This is the second budget that I have the privilege of presenting as Mayor. The City is still dealing with the effects of the worst global recession in more than a generation. The Great Recession has impacted Portlanders in many ways: higher unemployment, lower home values, and less economic security. My priorities outlined in this budget remain focused on returning the City to full prosperity, shoring up funding for core City services, supporting the most vulnerable in our community, and keeping all Portlanders safe and secure in their jobs, homes, and neighborhoods.

Addressing the City's Financial Challenges

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

As Mayor-elect, I worked with the City Council to make mid-year reductions in fall 2008 in anticipation of declining revenues.

For the FY 2009-10 budget development process, we asked bureaus to propose programmatic reductions of up to 5 percent, most of which were included in the final Adopted budget.

During the current fiscal year, we have continuously monitored and made adjustments to bureau spending based on the latest available data, allowing us to stay ahead of the financial crisis and avoid deeper, more damaging cuts.

In April, I implemented a citywide hiring freeze, directed bureaus to slow down all discretionary spending, and asked bureaus to find additional personnel savings, either from existing vacancies or from holding future positions vacant.

At the start of the FY 2010-11 budget process, I asked public safety bureaus to prepare 2% reductions, and non-public safety bureaus to prepare 4% reductions. These reductions, on top of the actions noted above, will produce enough savings to balance the General Fund and create some limited one-time resources that can be reprogrammed to the City's highest priority services.

Finally, I asked bureaus to be creative in terms of realignments and efficiencies that could save money without reducing services. And I asked them to consider new revenue sources, so long as they did not impact the City's most vulnerable populations.

Public Input and Stakeholder Involvement

For the second year, I asked bureaus to rank each discrete program and service they provide based on the program's relationship to the bureau's mission and its support from the community. This process provides valuable insight into each bureau's operations, and forces bureaus to weigh each proposed reduction against the alternatives and make strategic cuts in services. While programmatic cuts are always difficult, this approach ensured the protection of core City programs and services.

Bureaus also continued with the Budget Advisory Committee (BAC) process. These committees include management, labor, customers, and internal and external stakeholders. They review the bureau's draft budget request, weigh in on the program and service rankings, and provide input on the proposed reductions.

Finally, the city held three community forums, where we gathered specific input from Portland residents. The feedback Portlanders provided helped us prioritize services and focus on specific areas for improvement as well as areas that could be cut. We also conducted an extensive public information and survey process in order to statistically validate the input that was received at the community forums. Small groups, such as neighborhood coalitions and advocacy groups, were also given an opportunity to host Budget 101 sessions with their members, where members could both learn more about the city budgeting process as well as provide feedback and input about the programs that are most important to them.

MAYOR'S APPROACH

In building next year's budget, I had four key goals:

1. Keep the City on a sound financial footing to weather the economic downturn.
2. Protect essential City functions, such as public safety and infrastructure, and increase funding to help those most in need through mental health programs and housing assistance.
3. Make strategic investments to fuel a more equitable economic recovery.
4. Continue my efforts to increase bureau accountability and track bureau performance to ensure constant improvement and positive results.

Weathering the Economic Downturn

Balancing the FY 2010-11 budget meant cutting ongoing General Fund spending by \$5.3 million, or roughly 1.4 percent. In addition, the City has a number of important one-time funded programs that I believe are necessary to continue, such as housing and shelter services, public safety programs aimed at reducing "quality of life" crimes, and economic development funding that will aid in the City and the region's recovery.

My budget keeps the City on a sound financial footing through a combination of administrative efficiencies and reductions in programs and services. Of the reductions, just over half come from administrative savings rather than programmatic cuts. Although some of the cuts will result in lost programs, by making prudent reductions, my budget ensures that City spending is sustainable into the future. My budget is not only balanced for FY 2010-11, it is also balanced over the entire five-year forecast as required by Council policy.

Finally, my budget does not use the General Fund reserves, which remain at 10 percent of General Fund revenues. Although the economic triggers have been met that would authorize Council use of the reserves, I did not propose tapping those reserves for two reasons:

1. We may not have seen the bottom of the recession in terms of City revenues, and making prudent reductions now will keep us on a sustainable fiscal path;
2. Our General Fund reserves are key to our ability to maintain the highest unlimited tax obligation bond rating possible, and jeopardizing that rating, which was recently reaffirmed by Moody's Investors Service, could cause the City's borrowing costs to rise.

Protecting Essential City Functions and Helping Those in Need

My budget protects core city services while also helping those most in need during this economic crisis:

- ◆ Restores funding to keep a fire station open;
- ◆ Maintains funding for two fire rescues that would otherwise have been cut;
- ◆ Fully funds the CHIERS program and supports Multnomah County's sobering station;
- ◆ Funds a prostitution rehabilitation and transition effort;
- ◆ Funds the City's Service Coordination Team, which has shown positive results in reducing recidivism among those who commit quality of life crimes;
- ◆ Invests \$1.3 million to increase shelter bed capacity, especially for the high-demand women's shelter facilities;
- ◆ Allocates \$2.5 million for the Portland Housing Bureau to meet increased demand for shelter services, rent assistance, and access services;
- ◆ Contributes \$50,000 to the Oregon Food Bank as they work to combat our region's record level of hunger and food insecurity;
- ◆ Invests \$540,000 to increase capacity to provide mental health services.
- ◆ Continues assistance for low-income tax preparation (\$75,000), which provides an economic boost to the region by increasing federal tax returns.

Making Strategic Investments for a More Equitable Recovery

My budget invests in key programs that will help local businesses grow and create jobs, as well address inequities in our community by supporting education and academic achievement:

- ◆ Directs the Portland Development Commission to reduce operating and administrative costs by 12.5% (\$4.0 million) and increase business finance programs, redevelopment loans and storefront grants by \$5.6 million in Urban Renewal Areas across the city;
- ◆ Supports economic development initiatives including \$500,000 to roll out the Neighborhood Main Street Revitalization program;
- ◆ Allocates \$388,000 to continue investing in targeted, cluster-driven development and recruitment efforts;
- ◆ Contributes \$500,000 towards the Summer Youth Connect scholarship program;
- ◆ Commits \$425,000 to Summer Youth Connect jobs, serving 1,650 students county-wide;

Increasing Bureau Accountability

Again this year, I asked bureaus to put together a Bureau Baseline and a Program Summary Template. Together, these documents provide Council and citizens with a broad overview of each City bureau, its programs, and key performance measures. These documents increase transparency for our citizens by showing exactly what they are buying with their tax dollars, and holding bureaus accountable for meeting their goals. These documents are posted online with my Proposed Budget.

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

CONCLUSION

I want to commend all the hardworking Portlanders - citizens and City employees alike - who participated in our community budget forums, employee budget forums, and other outreach efforts. With your input and feedback, we have been able to focus this budget on the programs and services that matter most to you.

National studies have shown that many cities have responded to the economic crisis with deep program cuts and delays and cancellations of capital projects. Portland is rejecting that trend. The city has made modest, prudent program reductions and has made every effort to fast-track capital projects that create jobs and positive economic returns to the city.

Portland will weather this economic storm. We are positioned to lead the nation in the green revolution and reap the economic rewards - living-wage jobs, new business ventures and increased prosperity - of our sustainability leadership. But, we will only be able to lead if we continue to support all our citizens in their individual efforts to make a better life for themselves.

In these uncertain and financially trying times, this is a budget that gets to the heart of equity. It is a budget guided by both empathy and common sense. By investing in programs that most serve those with the greatest need, we are looking out for our most vulnerable neighbors - resident, business owner, or student. These basic needs are at the core of this budget.

Thank you,

A handwritten signature in black ink, appearing to read 'S.A. Adams', written in a cursive style.

Sam Adams

Mayor

Budget Overview

A GUIDE TO THE BUDGET OVERVIEW

The City of Portland (the City) budget document for FY 2010-11 serves as a fiscal, programmatic, and policy information guide. The document is organized to provide Citywide information at levels of increasing detail.

Within the Budget Overview, the City's budget decisions and financial information are presented from a variety of perspectives. There is special emphasis on the General Fund as it contains the discretionary resources available to the City, resources that can be allocated to any City program. In most instances, dollar amounts in the Budget Overview are shown in comparison with the Revised Budget for FY 2009-10. In the following pages, you will find information on:

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

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

PREPARING FOR FINANCIAL CHALLENGES

The General Fund financial forecast for FY 2010-11 reflects the challenges posed by the worst national recession in decades. The Mayor and Council started preparing early for the reality that the FY 2010-11 budget would be exceptionally challenging by taking mid-year reductions in FY 2009-10 and working to ensure that the City stayed ahead of the recession.

In fall 2008, the incoming Mayor and Council asked bureaus to propose programmatic reductions of up to 5 percent in anticipation of declining revenues. For this year's budget, the Mayor and Council asked public safety bureaus to prepare 2% reductions, and non-public safety bureaus to prepare 4% reductions. These reductions, on top of the mid-year reductions noted above, will produce enough savings to balance the General Fund and create some limited one-time resources that can be reprogrammed to the City's highest priority services.

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

Finally, the City held three community forums, where specific input was gathered from Portland residents. The feedback Portlanders provided helped the Council prioritize services and focus on specific areas for improvement as well as areas that could be cut. The City also conducted an extensive public information and survey process in order to statistically validate the input that was received at the community forums. Small groups, such as neighborhood coalitions and advocacy groups, were also given an opportunity to host Budget 101 sessions with their members, where members could both learn more about the City budgeting process as well as provide feedback and input about the programs that are most important to them.

**Council Vision,
Mission, Values, and
Goals**

Vision

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

Mission

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

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

Values

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

Goals

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

Ensure a safe and peaceful community:

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

Promote economic vitality and opportunity:

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

Improve the quality of life in neighborhoods:

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

Protect and enhance the natural and built environment:

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

Operate and maintain an effective and safe transportation system:

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

Deliver efficient, effective, and accountable municipal services:

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

**Budget Preparation
Process and Direction**

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

1. Keep the City on a sound financial footing to weather the economic downturn.
2. Protect essential City functions, such as public safety and infrastructure, and increase funding to help those most in need through mental health programs and housing assistance.
3. Make strategic investments to fuel a more equitable economic recovery.
4. Continue my efforts to increase bureau accountability and track bureau performance to ensure constant improvement and positive results.

Please see the Mayor's message for more detail on these goals and how they were achieved in the difficult financial environment currently faced by the City.

BUDGET SUMMARY**Total City Budget**

The total City budget is down by \$304.8 million from the FY 2009-10 Revised Budget.

Total Legal Budget

State of Oregon Local Budget Law requires the City to report its total legal budget. This is defined to include total operating costs and the internal transactions between funds. The total Proposed Budget for FY 2010-11 is \$3.41 billion, which reflects a \$304.8 million (8.2%) decrease from the FY 2009-10 Revised Budget. As shown in Figure 8, the decreases are in bureau expenses, contingency, debt service, and fund-level cash transfers. City bureau expenses decreased by \$170.6 million (8.7%), with the bulk of the reductions coming in capital expenditures.

Total Net Budget

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

The net Proposed Budget is \$265.1 million less than the FY 2009-10 Revised Budget.

After eliminating the intracity transfers, the City's net budget in FY 2010-11 is \$2.57 billion. Table 1 of the Financial Summaries provides greater detail of the total and net City budget figures. A summary is shown below.

Figure 1: Expenditures by Major Object Category

Major Object Category	Revised FY 2009-10	Proposed FY 2010-11	Dollar Change	Percent Change
Personal Services	\$ 562,298,536	\$ 562,885,897	\$ 587,361	0.1%
External Materials & Services	757,900,913	684,801,025	(73,099,888)	-9.6%
Internal Materials & Services	188,009,980	181,002,946	(7,007,034)	-3.7%
Capital Outlay	444,201,717	353,105,375	(91,096,342)	-20.5%
Total City Bureau Expenses	1,952,411,146	1,781,795,243	(170,615,903)	-8.7%
Contingency	510,345,890	384,369,461	(125,976,429)	-24.7%
Ending Fund Balance	142,482,316	171,992,900	29,510,584	20.7%
Debt Service	417,907,249	412,849,740	(5,057,509)	-1.2%
Cash Transfers	695,439,780	662,772,580	(32,667,200)	-4.7%
Total City Budget	3,718,586,381	3,413,779,924	(304,806,457)	-8.2%
Less Intracity Transfers	(883,449,760)	(843,775,526)	39,674,234	-4.5%
Total Net City Expenses	\$ 2,835,136,621	\$ 2,570,004,398	\$ (265,132,223)	-9.4%

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

Figure 2: Resources by Major Object Category

Major Object Category	Revised FY 2009-10	Proposed FY 2010-11	Dollar Change	Percent Change
Beginning Fund Balance	\$ 613,599,039	\$ 813,714,901	\$ 200,115,862	32.6%
Taxes	426,912,511	448,098,081	21,185,570	5.0%
Licenses & Permits	147,992,107	143,271,875	(4,720,232)	-3.2%
Service Charges & Fees	486,743,951	496,282,114	9,538,163	2.0%
Intergovernmental	303,861,569	324,186,991	20,325,422	6.7%
Miscellaneous Sources	62,632,322	45,466,478	(17,165,844)	-27.4%
Bond & Note Proceeds	793,395,122	298,983,958	(494,411,164)	-62.3%
Internal Transfers	883,449,760	843,775,526	(39,674,234)	-4.5%
Total City Budget	3,718,586,381	3,413,779,924	(304,806,457)	-8.2%
Less Intracity Transfers	(883,449,760)	(843,775,526)	39,674,234	-4.5%
Total Net City Budget	\$ 2,835,136,621	\$ 2,570,004,398	\$ (265,132,223)	-9.4%

Major Resources

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

Beginning fund balance is increasing by \$200.1 million (32.6%).

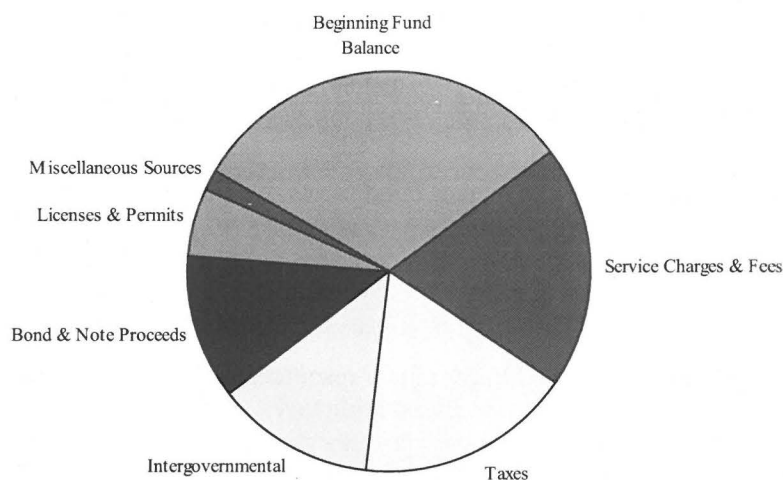
Tax revenues are increasing by \$21.2 million (5.0%), mostly reflecting continued growth in property taxes.

Service charges and fees are up \$9.5 million (2.0%). The FY 2010-11 average effective sewer and stormwater bill increase is 6.1%, and the average effective water rate increase is 12.9%.

Intergovernmental revenues are increasing by \$20.3 million (6.7%).

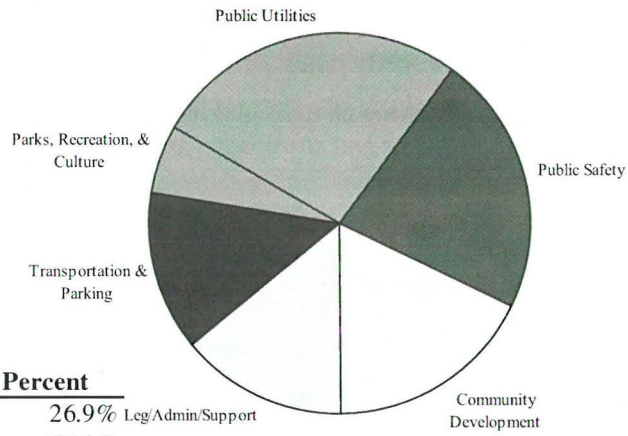
Bond and note proceeds are decreasing by \$494.4 million (62.3%).

Figure 3: City Net Budget—Resources



Resource	Budget	Percent
Beginning Fund Balance	\$ 813,714,901	31.7%
Service Charges & Fees	496,282,114	19.3%
Taxes	448,098,081	17.4%
Intergovernmental	324,186,991	12.6%
Bond & Note Proceeds	298,983,958	11.6%
Licenses & Permits	143,271,875	5.6%
Miscellaneous Sources	45,466,478	1.8%
Total Net Budget	\$ 2,570,004,398	100.0%

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



Service Area	Budget	Percent
Public Utilities	\$ 479,314,041	26.9%
Public Safety	393,871,636	22.1%
Community Development	310,500,409	17.4%
Leg/Admin/Support	249,767,862	14.0%
Transportation & Parking	242,779,346	13.6%
Parks, Recreation, & Culture	105,561,949	5.9%
Total City Bureau Expenses	\$ 1,781,795,243	100.0%

General Fund Budget

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

Discretionary resources total \$383 million, 81.5% of the General Fund.

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

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

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

Figure 5: General Fund—Resources by Major Category

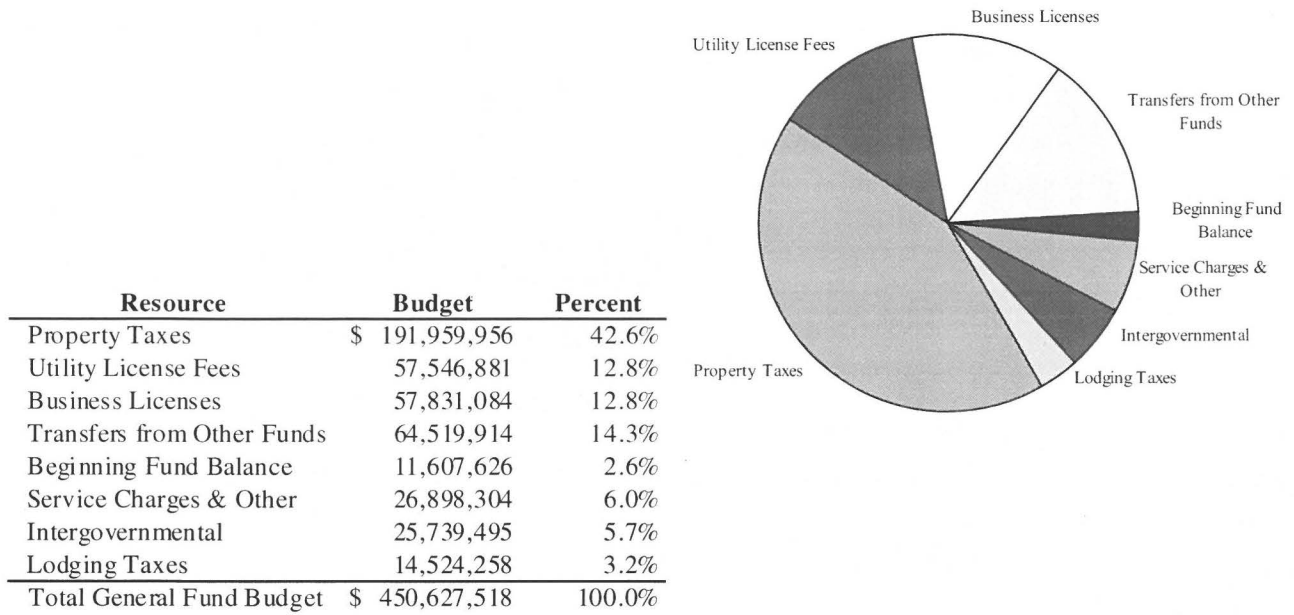
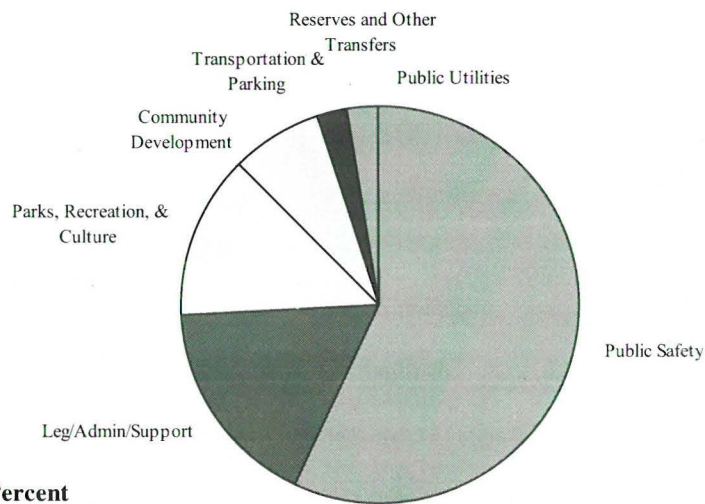


Figure 6: General Fund—Requirements by Service Area



Service Area	Budget	Percent
Public Safety	\$ 256,989,143	57.0%
Leg/Admin/Support	77,524,629	17.2%
Parks, Recreation, & Culture	59,696,461	13.2%
Community Development	34,197,073	7.6%
Transportation & Parking	11,472,212	2.5%
Reserves and Other Transfers	10,733,000	2.4%
Public Utilities	15,000	0.0%
Total General Fund Budget	\$ 450,627,518	100.0%

CAPITAL IMPROVEMENT PLAN

Overview

The FY 2010-11 Proposed Capital Improvement Plan (CIP) budget totals \$473.1 million, not including the Portland Development Commission. The Citywide CIP for FY 2010-11 through FY 2014-15 is projected to be \$1.9 billion.

FY 2010-11 Highlights

Public Safety

- ◆ Fire & Rescue Facilities GO Bond Program \$3,926,244
- ◆ Public Safety Systems Revitalization Project \$7,737,761
- ◆ Fire Apparatus Replacement \$901,184

Parks, Recreation, and Culture

- ◆ Laurelhurst Pond Dredging \$1,010,000
- ◆ South Waterfront Greenway \$1,050,000
- ◆ Swan Island Waud Bluff Trail \$1,140,000

Public Utilities

- ◆ Terminal Reservoir Improvements \$19,000,000
- ◆ Combined Sewer Overflow Program \$113,976,000
- ◆ Sewage Treatment Systems \$29,954,000

◆ Treatment Facilities Improvements	\$12,000,000
◆ Distribution Mains	\$6,900,000
◆ Transmission Mains	\$5,850,000
<i>Transportation</i>	
◆ Paving Preservation	\$2,800,000
◆ Streetcar Eastside Extension & Vehicle Purchase	\$62,036,332
◆ East Burnside	\$5,576,977
◆ Gibbs St. Pedestrian Bridge	\$2,570,250
<i>Legislative, Administrative, and Support</i>	
◆ Union Station Improvements	\$3,917,533
◆ New Archives Center	\$1,000,000
◆ CityFleet Replacement	\$7,248,909

THE BUDGET PROCESS

Local Budget Law

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

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

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

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

Budget Officer and Budget Committee

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

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

Preparing the Proposed Budget

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

Public Involvement Process

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

This year, the City held three community forums, where specific input was gathered from Portland residents. The feedback Portlanders provided helped Council prioritize services and focus on specific areas for improvement as well as areas that could be cut. We also conducted an extensive public information and survey process in order to statistically validate the input that was received at the community forums. Small groups, such as neighborhood coalitions and advocacy groups, were also given an opportunity to host Budget 101 sessions with their members, where members could both learn more about the city budgeting process as well as provide feedback and input about the programs that are most important to them. Finally, a public hearing is scheduled to comment on the Proposed Budget after its release.

The City has a nationally recognized commitment to active participation in its budget process. Portland uses the following systems to ensure this high level of public involvement.

Budget Web Site

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

Portland Utility Review Board (PURB)

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

Direct Public Testimony

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

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

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

Approving the Budget

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

Public Process

The Budget Committee meets to accomplish four actions:

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

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

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

Output from the Approved Budget Process

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

Tax Supervising & Conservation Commission Hearing

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

Adopting the Budget

City Council will vote to officially adopt the budget in late June. Changes that are allowed between the time the budget is approved and final adoption are defined by Local Budget Law and are limited. Changes normally include technical adjustments and carryover amendments.

Amending the Budget

Changes after budget adoption are completed through the budget monitoring process (BuMP), which also includes a supplemental budget. In a BuMP, bureaus can request to transfer appropriation. In supplemental budgets, bureaus may ask to increase appropriation; the size of the increase determines whether a fund is in the minor or major supplemental budget. The BuMP and minor supplemental budget process provide Council the opportunity to change the budget three times a year. The major supplemental budget process occurs twice a year, timed to coincide with the fall and spring BuMPs, and includes a TSCC hearing.

Budget Calendar

Below is a summary of the FY 2010-11 budget calendar, adopted in fall 2009.

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

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

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

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

Figure 7: FY 2010-11 Budget Schedule

Budget kickoff	November 12
Presentation of General Fund financial forecast	December 1
Bureaus submit Requested Budgets, capital improvements plans, and if required, five-year financial plans	February 1
FPD analyses of five-year plans, CIPs, and Requested Budgets due	March 5
Bureaus present Requested Budgets to City Council	March 15-April 1
Mayor releases Proposed Budget decisions	April 30
Proposed Budget document available	May 18
Budget Committee meetings on the Proposed Budget	May 19-20
Utility rate review (two hearings)	May 19 & 26
Budget Committee action to approve budget	May 26
TSCC hearing on Approved Budget	June 16
Council action to adopt budget	June 17

Financial Overview

CITY FINANCIAL PLANNING PROCESS

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

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

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

GENERAL FUND FINANCIAL FORECAST

Overview

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

The Council's financial planning process starts with the preparation of a five-year revenue forecast. The Office of Management and Finance (OMF) issues a five-year revenue forecast document at the conclusion of this process, usually sometime in early November.

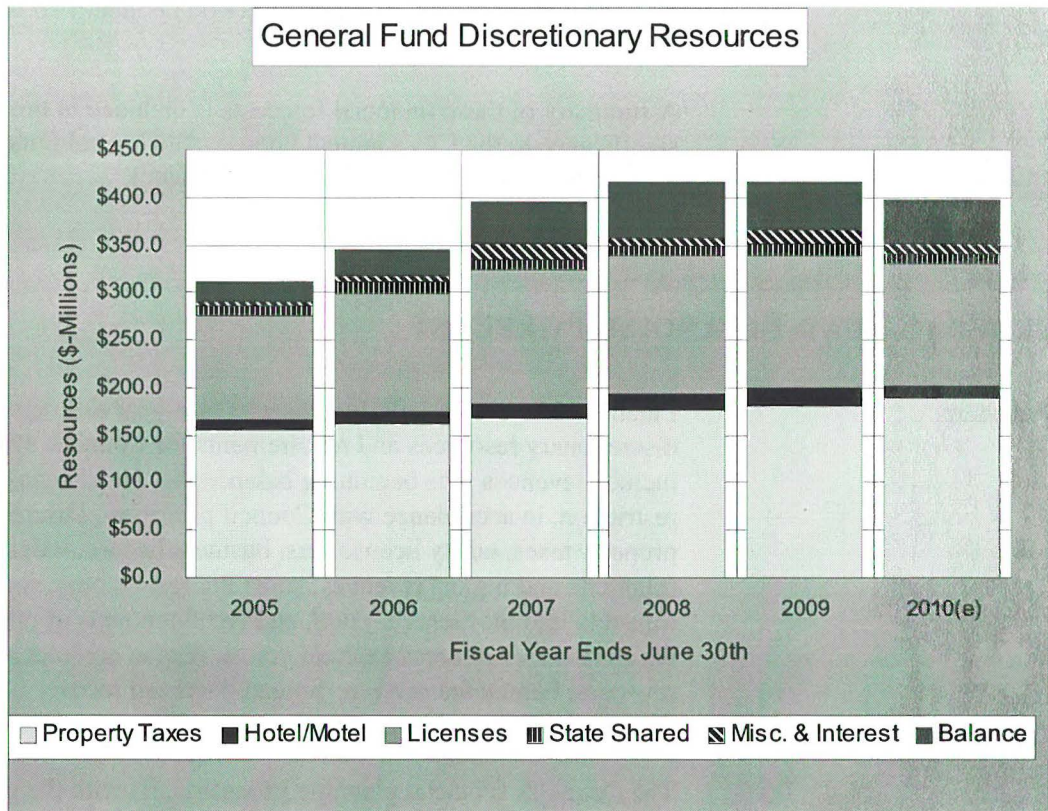
The five-year revenue forecast is used to develop the five-year financial forecast. The financial forecast compares estimated annual resources (revenue plus beginning fund balance) with projected costs of maintaining General Fund "current appropriation levels" (CAL). Initial revenue and financial forecasts were published in December 2009 and formally reviewed with Council. Both of these forecasts are typically updated prior to the Mayor's Proposed Budget decision-making. The original December financial forecast has since been updated once.

Both the revenue and financial forecasts were updated during late March. The revenue forecast was updated using the most recent financial and economic data. The discretionary beginning balance estimate, a key resource of the General Fund, is updated at the conclusion of each accounting period and published in the Financial Outlook. This report is electronically distributed within the City and to numerous outside recipients. The outlook provides current information on the General Fund's financial condition with the updated ending fund balance estimate fed into the financial forecast of General Fund resources. The most recent beginning balance estimate reflects financial information available to OMF through March 31, 2010.

Historical Resources

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

Figure 8: General Fund Discretionary Resources



Revenue growth over the past five years has averaged about 3.9% per year. The General Fund's beginning fund balance has averaged about \$41.7 million. Beginning balances have been higher than normal over the last several years due to under-expenditure of budgets and larger ending balances than budgeted. Revenue growth through the end of FY 2007-08 was also stronger than anticipated in revenue forecasts which aim to provide Council with trend revenue growth. Overall resource growth (revenues plus beginning fund balance) has declined to about 5.0 % per year reflecting a strong downturn in both the national and regional economies. The graph clearly shows the strong revenue growth over the period FY

2005-06 to FY 2007-08. General Fund discretionary revenue growth for the three-year period ending FY 2007-08 was about 6.3% per year. This was well above what could be considered "trend" growth in the 3% to 4% range. This financial environment, along with only modest inflation allowed the General Fund to modestly expand current appropriation levels and programs.

General Fund business license revenue growth averaged about 7.6% over the five-years ending FY 2008-09. Business license revenues declined in FY 2008-09 to about \$68.8 million from a peak of \$76.5 million realized in FY 2007-08. Estimated FY 2009-10 revenues are \$54.5 million, representing a 28.7% decline since FY 2007-08. If the \$54.5 million FY 2009-10 year-end holds up the percentage decline since FY 2007-08 will work out to 28.7%. This steep decline in Business License revenues already far surpasses all previous recession-related declines.

Utility license and franchise fees have grown steadily but more slowly averaging about 4.8% per year over the last five years. Growth has been weaker in this area due in part to the continuing decline in Qwest's franchise fee revenues and Council's action capping the Water Bureau's and Bureau of Environmental Services (BES) utility license fee revenues at FY 2004-05 levels. Qwest's franchise fee revenues are in a long slow decline as wireless and other telecom technologies displace traditional landline telecom technology. Traditional investor-owned electric utility franchise fees have also been growing very slowly. Recession and past electric rate increases have combined to depress energy consumption and revenue growth. NW Natural implemented a large rate and revenue decrease in November 2009. PGE does have a rate case before the Oregon Public Utilities Commission (OPUC), but resolution of this case will probably not occur until sometime during early 2011.

Transient lodging tax revenues are cyclical like business license revenues and follow the business cycle. Transient lodging tax revenues peaked at \$19.6 million during FY 2008-09 but this number is the result of an accounting adjustment to revenue recognition that shifts fiscal year revenues to the twelve month period September through August. Netting out this accounting adjustment for FY 2008-09 puts actual revenues at an estimated \$15.3 million, down 6.7% from FY 2007-08's \$16.4 million. Although revenues grew strongly through the end of FY 2007-08, growth declined to about 1.9% between FY 2007-08 and FY 2008-09. The FY 2009-10 \$352 million year-end estimate amounts to a 3.6% outright decline in year-over-year revenues. This is likely to be the sharpest year-over-year decline in General Fund discretionary revenues, surpassing recessions of the 70s and 80s (growth never turned negative), Measures 5 and 50 (first year declines of -2.5% and -0.6% respectively) and the more recent "911" recession (growth of -1.4%).

State-shared cigarette and liquor tax revenues grew at a 4.2% rate over the last five years, with most of this growth occurring over the last couple of years. Miscellaneous revenues and interest income stagnated for most of the last five years due, in large part, to a much lower interest rate environment. During the last cycle General Fund interest income declined to \$583,848 but followed rising interest rates to a FY 2006-07 peak of \$4.5 million. Revenues to date indicate an annual rate of about \$700,000, mid-FY 2009-10. The low interest rate environment has sharply cut General Fund interest income revenue, and this revenue is expected to continue to decline over the next 12 to 18 months.

**Forecast Assumption:
Continued Recession,
Recovery Late in FY
2010-11?**

Revenue growth over the past five years has averaged about 3.9% per year. The General Fund's beginning fund balance has averaged about \$41.7 million. Beginning balances have been higher than normal over the last several years due to under-expenditure of budgets and larger ending balances than budgeted. Revenue growth through the end of FY 2007-08 was also stronger than anticipated in revenue forecasts which aim to provide Council with trend

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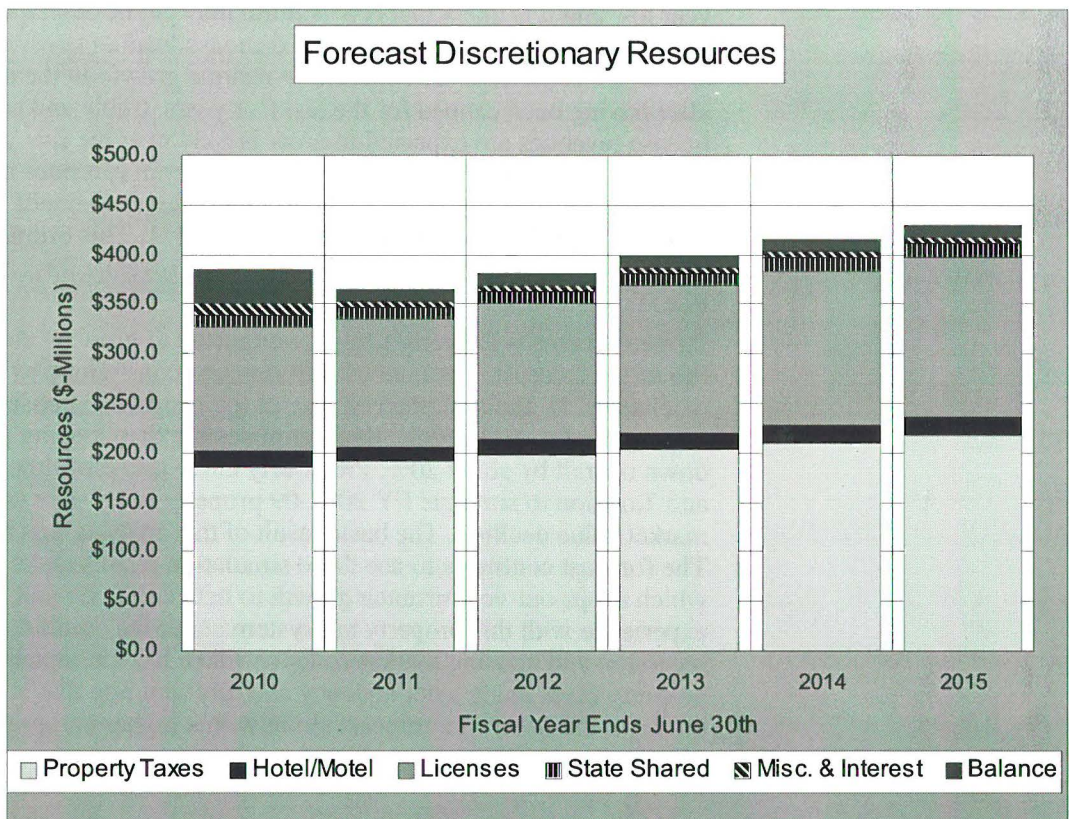
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- ◆ Transient Lodging Taxes -- The transient lodging revenue forecast calls for FY 2010-11 revenues of about \$14.5 million versus an expected FY 2009-10 year-end of about \$13 to \$14.5 million and a current year FY 2009-10 budget of \$15.7 million. Revenues are not forecast to surpass the previous cycle's peak until FY 2013-14. Revenues are forecast to grow strongly during the last two years of the five year forecast horizon. Special events such as the recent NCAA regional and NBA playoffs might give revenues a temporary bump up.
- ◆ Utility License and Franchise Fees -- The March forecast projects very modest energy-related revenue increases. Revenues are projected to continue to grow slowly but consistently over the life of the forecast. NW Natural implemented a large rate and revenue decrease in November of 2009. The price of natural gas has dropped to a six-year low and it is likely that NW Natural may put through a smaller fuel cost adjustment next fall that will entail another rate decrease leading to revenues below forecast. Water and BES license fees are expected to resume growth in the out-years of the forecast after having been capped for the last five years. Cable and telecom franchise and utility license revenues are expected to grow briskly over the five years while Qwest land line related revenues will continue to decline. Overall revenues are projected to grow at 3.3% per year. However, the General Fund does not benefit from this revenue growth. Last summer Council passed Ordinance #36441. This ordinance allocates all out-year revenues up to \$4.3 million above a previous revenue forecast (spring of 2008) to PDOT.
- ◆ Property Taxes -- Property taxes are expected to grow by about 3.1% annually over the life of the forecast. Revenue growth remains constrained by Measure 50 constitutional mechanics. In addition, the collapse of the residential housing market is expected to impact compression levels. Best estimates are that housing prices in the metro area are down overall by about 20%. Previously OMF asked Multnomah County Assessment and Taxation to simulate FY 2008-09 property tax results assuming 10% and 15% real market value declines. The basic result of this analysis was increased levy compression. The forecast continues to use these simulation results and a higher delinquency rate which drops out-year revenue growth to between 2.8% and 2.9%. The City has no experience with this property tax system under the combined stresses of a deep recession and housing market collapse. OMF has attempted to prudently forecast property taxes using a delinquency and discount rate that is expected to hover around 6.5% for the life of the forecast along with a higher compression rate or levy loss assumption of 3.4%.

- ◆ "Business License -- Revenues peaked at \$76.5 million (inclusive of audit recovery) in FY 2007-08. FY 2008-09 revenues declined to \$68.8 million with about \$7.2 million of this amount representing one-time revenues associated with code changes implemented by Council during FY 2008-09. Revenue Bureau staff currently estimates an FY 2009-10 year-end of between \$51 and \$52 million with another \$3 million in audit recovery. The forecast for FY 2010-11 has been set at \$57.3 million indicating the expectation of a small amount of growth towards the end of FY 2010-11. Revenues are forecast to grow moderately from this bottom but do not reach the previous cycle's peak until FY 2013-14, and do not surpass the previous peak until FY 2014-15.

Figure 9 summarizes the current five-year revenue forecast (as of early April). Average annual revenue growth is projected at about 3.6% but all of the revenue growth occurs in the out-years of the forecast. Budget-to-budget revenues, as of the end of March, is forecast to decline by 5.3%. The critical resource forecast assumption is a recession that bottoms out during FY 2010-11 along with the reemergence of some local area economic growth in FY 2010-11.

Figure 9: Forecast General Fund Discretionary Resources



December and March Financial Forecast Results

- ◆ At this point both the state and regional economies are deeply mired in recession with consistent year-over-year monthly job losses and double-digit unemployment rates. When viewed in terms of cyclical revenue impacts (business license and transient lodging tax revenues), this recession is deeper than the recession of the early 1980s and has already exceeded the length of all post World War II recessions. As noted above, Oregon and metro area unemployment rates remain stubbornly high.
- ◆ This environment translated initially into a December resource forecast for FY 2010-11 of about \$371.0 million. The December financial forecast showed that sufficient resources would be available in FY 2010-11 and beyond to fund estimated General Fund CAL requirements of \$369.0 million leaving Council about \$2.0 for one-time projects and budgets.
- ◆ The December financial forecast was updated in late March using more recent current year revenue and expenditure information. The March revenue forecast update decreased estimated FY 2010-11 revenues by \$5.0 million. This was partially offset by a \$2.7 million transfer of excess reserves. The beginning balance estimate was decreased from \$14.8 million to \$11.2 million using accounting reports through the end of March. The total decline in the resource forecast was \$5.9 million. The key revenue adjustment was a lowered FY 2010-11 business license revenue forecast reflecting very weak FY 2009-10 results. The business license revenue forecast dropped from \$62.4 million in December to March's \$57.3 million. In addition, the property tax revenue forecast dropped about \$500,000 on technical adjustments due to final FY 2009-10 results.

Figure 10 summarizes March financial forecast results showing that \$5.3 million in ongoing CAL reductions were necessary to balance the General Fund over the life of the financial forecast. In addition, an estimated \$1.7 million in new one-time resources became available to the budget process.

Figure 10: Five-Year Financial Plan

ITEM	First Year	Out-Years of Financial Forecast			
	2011	2012	2013	2014	2015
Total Resources.....	\$365,036,791	\$381,198,906	\$399,139,374	\$415,415,586	\$430,284,218
Requirements					
Bureaus (CAL).....	\$344,925,933	\$352,808,252	\$367,043,624	\$381,775,231	\$397,291,115
CAL Reductions	(\$5,303,841)				
One-Time Projects..	\$289,008	\$243,600	\$200,000	\$200,000	\$200,000
New One-Time	\$1,688,652	\$1,011,627	\$3,257,032	\$3,818,312	\$3,573,025
Council Set-Asides	\$23,437,037	\$27,135,428	\$28,638,719	\$29,622,043	\$29,220,079
Total Requirements	\$365,036,790	\$381,198,906	\$399,139,375	\$415,415,586	\$430,284,218
Difference-GAP	\$0	(\$0)	(\$0)	\$0	(\$0)

The March financial forecast is based on two key assumptions:

- ◆ The economic recovery that appears to be taking hold at the national level will filter down to the local area economy with recovery taking hold in late FY 2009-10 or early FY 2010-11.
- ◆ The financial forecast assumes no general across-the-board wage and salary increases for FY 2010-11. All of the City's labor contracts terminate at the end of FY 2009-10 and will be renegotiated over the next several months. Labor contract settlements with wage and salary increases upset the forecast and will lead to the need for further CAL reductions for the FY 2011-12 budget process.

Uncertainties and Forecast Risks

The Mayor's Proposed Budget and financial plan balances the General Fund for the life of the five-year forecast given revenue forecast assumptions for business license and transient lodging tax revenues. The forecast shows the development in the out-years of one-time money. This gives the Mayor's five-year financial plan some flexibility for the next budget cycle for FY 2011-12.

Future financial uncertainties that may upset the forecast include:

- ◆ As this is being written there is no economic recovery underway, locally. Most observers think, at this point, that at the national level the recession is probably over given the last three quarters of positive Gross Domestic Product (GDP) growth. However, recent jobs and unemployment numbers are not very encouraging either nationally or locally. This forecast is critically dependent on an economic recovery that starts late FY 2009-10 or early FY 2010-11. Continued high levels of unemployment along with weak or no job growth may lead to another round of CAL budget reductions for the FY 2011-12 budget cycle.
- ◆ The current financial forecast and proposed five-year plan assumes double-digit increases in healthcare funding and shows the reemergence of higher escalation of healthcare costs; this could easily upset the financial forecast on the requirements side.
- ◆ Current labor contracts all end June 30, 2010. The financial forecast continues to use a "no-COLA" assumption for FY 2010-11 but labor contract negotiations, at present, are ongoing. Labor contracts that include positive COLA increases upset the forecast on the requirements or cost side.
- ◆ The Public Employees Retirement System (PERS), like other pension systems, suffered large asset losses during 2008 and early 2009. PERS lowered employer pension contribution rates for the FY 2009-10 to FY 2010-11 biennium based on an actuarial study that used system earning results through the end of FY 2006-07. The financial forecast builds in the assumption that large employer contribution increases will have to occur beginning FY 2011-12. The size of the expected employer contribution rate increases will depend on system investment results over the next year. A lengthier and or deeper recession would likely upset the forecast through higher PERS employer contribution rates than currently included in the financial forecast for FY 2011-12.
- ◆ Business license revenues are now being collected and accounted for net of refunds and after adjustment for the buildup of credits. This revenue stream has now been shown to be much more volatile. Forecasts will tend to be less accurate than in the recent past because there is little or no historical data available to generate forecasts on net revenue.

The principal risks to the Mayor's Proposed Budget and five-year financial plan include a longer, deeper recession locally and labor contract settlements that include FY 2010-11 wage and salary increases. Subsequent revenue forecasts, particularly for business licenses, could easily show even lower revenues making it difficult for Council to fund even the reduced ongoing CAL levels in the Mayor's Proposed Budget.

Budget Notes

PURPOSE

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

PUBLIC SAFETY

Portland Office of Emergency Management

Beginning July of 2011, the General Fund will pay the General Fund portion of POEM's ongoing debt service for the Emergency Communications Center. Bureaus will pay their share to the Facilities Fund through interagencies. Current appropriation level targets will be adjusted to include the General Fund share of the debt service. Ongoing operations and maintenance expenses will be charged to the General Fund and the overhead model beginning in FY 2012-13.

Public Safety Systems Revitalization Project

During FY2010-11 the public safety bureaus (Police, Fire, BOEC, and POEM) along with OMF are directed to continue to refine the funding plan for the Public Safety Systems Revitalization Program (PSSRP) and report back to Council in a work session presentation. Because of the vital role the PSSRP plays in protecting the public and ensuring timely and coordinated response from the City's public safety responders, Council will give priority consideration to one-time and ongoing funding as new resources become available to the General Fund in future financial forecasts. In development of the City's FY 2011-12 budget, ongoing funds of \$1.2 million, which in turn will be used to support the PSSRP financing plan, will be dedicated to the PSSRP program in order to continue progress on development and replacement of these critical public safety projects.

PARKS, RECREATION & CULTURE

Regional Arts & Culture Council (RACC)

Strategic investment of \$100,000 of City funds from RACC Opportunity Grants will be redirected in FY 2010-11 to fund the Creative Advocacy Network (CAN), contingent upon CAN achieving mutually agreed upon benchmarks to draw the community closer to sustainable dedicated cultural funding.

PUBLIC UTILITIES

Bureau of Environmental Services & Portland Water Bureau

Administrative savings that accrue to the Bureau of Environmental Services and the Water Bureau as a result of FY 2009-10 reductions in internal service charges from the Office of Management and Finance shall be used to fund the Future Connect Scholars program.

**Bureau of
Environmental
Services & Portland
Water Bureau**

To fulfill a request by the Public Utility Review Board, BES and the Water Bureau are directed to hire a consultant to report back on best practices for the sewer/stormwater utility and water utility rate setting approval process. Total consultant contract costs should not exceed \$30,000 and should be funded with BES paying \$21,000 and Water paying \$9,000.

COMMUNITY DEVELOPMENT

**Bureau of
Development
Services**

As a first step towards funding a new online permitting system, Council directs the Bureau of Development Services to update its Five-Year Financial Plan for FY 2010-11 to FY 2014-15 to include a benefit/cost analysis of the new system and set aside sufficient resources to meet future debt service requirements. This analysis should take into account all of the bureaus that will use the new system.

Council must approve the cost-benefit analysis before moving forward.

**Portland
Development
Commission &
Portland Housing
Bureau**

Council directs OMF to allocate 70% of the Large Metropolitan Area Tax Increment sharing resulting from 2009 state legislation to the Portland Development Commission's Current Appropriation Level target in FY 2011-12 through FY 2014-15, to be used for Citywide economic development purposes. The remaining 30% shall be allocated to the Portland Housing Bureau for shelter and housing development activities.

**Portland
Development
Commission**

Council directs that an amount equal to 30% of all Business License Tax (BLT) revenue net of audit recovery above the April 2010 General Fund five-year forecast should be allocated to the Portland Development Commission for economic development purposes. These funds shall be allocated as one-time resources to PDC in the following fiscal year, starting with FY 2010-11 revenues, until the annual total reaches \$5.0 million. At that point, \$5.0 million will be added to PDC's CAL target and adjusted annually for inflation.

Financial Summaries

Guide to the Financial Summaries

INTRODUCTION

The Financial Summaries section of Volume One contains a variety of tables intended to help the reader view the FY 2010-11 Proposed Budget as a whole, consolidating budget figures across all the City's funds and bureaus.

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

SUMMARY TABLES

Total City Budget

Table 1, *Total City Budget - Revenues and Expenses*, offers the broadest picture of the City budget. The table compares FY 2009-10 Revised Budget reflecting through accounting period 9 (March 31, 2010) with the FY 2010-11 Proposed Budget. Table 1 shows the budget broken out into major revenue and expense classes. There are two types of major expenses classes: bureau expenses and fund expenses. Bureau expenses are the types of operating and capital expenditures that result from the provision of programs or services by the City's bureaus. Categories of bureau expenses are personal services, external materials and services, internal materials and services, and capital outlay. Fund expenses are financial requirements for a fund to meet its obligations such as contingencies, debt retirement, and most interfund transfers, but which may not be associated with the operations of any particular bureau.

The Citywide totals in Table 1 and elsewhere show the sum of the various funds and a net budget figure. The net budget subtracts the double count caused by interfund transfers and tax anticipation notes (TANs). TANs are short-term debt sold early in some fiscal years to provide cash until property tax revenues are received. The double count occurs because the City budgets for both TANs and property tax revenues.

Appropriation Schedule

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

Bureau Expenses

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

Bureau Revenues

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

Total Expenses by Fiscal Year

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

Tax Levy Computation Table 6, *Tax Levy Computation*, outlines City property tax levy calculations. It includes Measure 5 and Measure 47/50 tax base, operating property tax revenues, and pension obligation bond debt service property tax revenues. The table states total requirements for each tax supported fund less nontax revenues, which leaves the amount the fund receives in current year tax revenues. This amount is then factored up for delinquencies and any applicable Measure 5 and 50 losses. The result is a certified property tax levy for each fund.

Urban Renewal Certification Table 7, *Urban Renewal Certification*, shows estimated FY 2010-11 tax increment collections for the City's urban renewal districts.

Authorized Positions Table 8, *Summary of Authorized Positions*, is a summary of the positions authorized by Council through the budget process. The figures include permanent part time positions and limited term positions, as well as permanent full time positions.

General Fund Revenues and Expenses Table 9, *General Fund Revenues and Expenses*, 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 budgets for individual bureaus within the General Fund, and the fund level expenses. The table compares the FY 2009-10 Revised Budget to the FY 2010-11 Proposed Budget.

Table 9 shows General Fund discretionary and total budgets by bureau.

Table 9 also shows what portion of a bureau's budget is supported with discretionary General Fund resources. Some General Fund revenues, known as nondiscretionary resources, are restricted to certain purposes by contract or policy. For instance, TriMet (the regional transit authority) contracts with the Police Bureau for police services. Those dollars, provided by TriMet, can only be spent by the Police Bureau for activities related to that contract. Similarly, Portland Parks & Recreation generates fee income from its recreation programs that the City Council has decided to dedicate for parks and recreation functions.

The major types of nondiscretionary resources are grants and donations, contract revenues, interagency service agreements between City bureaus, fee revenue, and overhead recovery revenues. Overhead recovery from non-General Funds cover these funds' share of the cost of services provided by central administrative bureaus within the General Fund.

A bureau's discretionary budget does not include nondiscretionary resources, and thus represents the bureau's allocation of those dollars over which the City Council exercises discretion, such as property taxes, business license revenue, or utility license fees.

The total General Fund FY 2010-11 Proposed Budget is \$472.4 million. After subtracting the cost of those activities supported with nondiscretionary funding sources, the flexible portion of the General Fund is \$385.3 million. City Council can choose to dedicate these discretionary resources to any service area, bureau, or program.

Service Area Summary Table 10, *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, debt retirement, or interfund transfers.

Capital Budget by Service Area Table 11, *Capital Budget*, summarizes the Citywide Capital Improvement Plan (CIP) budget by bureau for each service area. The City's total capital budget for FY 2010-11 is \$542.8 million.

Capital Budget by Geographic Area

Table 12, *CIP Geographic Summary*, shows CIP budgets by geographic area for each service area. The geographic areas follow the street designators of N, NE, SE, NW, and SW. Some capital projects overlap districts and are reflected in the geographic areas of east, west, or all areas.

Historical Funds

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

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.

	Actual FY 2008–09	Revised FY 2009–10	Proposed FY 2010–11
RESOURCES			
External Revenues			
Taxes	405,407,671	426,912,511	448,098,081
Licenses and Permits	158,844,256	147,992,107	143,271,875
Service Charges	449,085,404	486,743,951	496,282,114
Intergovernmental	120,305,150	303,861,569	324,186,991
Miscellaneous	70,794,457	62,632,322	45,466,478
Debt Proceeds	306,709,783	793,395,122	298,983,958
Total External Revenues	1,511,146,721	2,221,537,582	1,756,289,497
Transfers from Other Funds			
Service Reimbursements	178,436,836	188,009,980	181,002,946
Cash Transfers	554,350,977	695,439,780	662,772,580
Total Transfers from Other Funds	732,787,813	883,449,760	843,775,526
Beginning Fund Balances	836,240,412	613,599,039	813,714,901
Total Budget	3,080,174,946	3,718,586,381	3,413,779,924
Less Intracity Transfers	(732,787,813)	(883,449,760)	(843,775,526)
TOTAL NET BUDGET	\$ 2,347,387,133	\$ 2,835,136,621	\$ 2,570,004,398
REQUIREMENTS			
Bureau Expenses			
Personal Services	540,910,069	562,298,536	562,885,897
External Materials & Services	570,311,159	757,900,913	684,801,025
Internal Materials & Services	178,436,836	188,009,980	181,002,946
Capital Outlay	186,005,681	444,201,717	353,105,375
Total Bureau Expenses	1,475,663,745	1,952,411,146	1,781,795,243
Fund-Level Expenses			
Debt Service	392,783,099	417,907,249	412,849,740
Fund-Level Cash Transfers	554,350,977	695,439,780	662,772,580
General Fund Overhead	0	0	0
Contingency	0	510,345,890	384,369,461
Total Fund-Level Expenses	947,134,076	1,623,692,919	1,459,991,781
Total Appropriated Budget	2,422,797,821	3,576,104,065	3,241,787,024
Unappropriated Ending Balance	657,377,125	142,482,316	171,992,900
Total Budget	3,080,174,946	3,718,586,381	3,413,779,924
Less Intracity Transfers	(732,787,813)	(883,449,760)	(843,775,526)
TOTAL NET BUDGET	\$ 2,347,387,133	\$ 2,835,136,621	\$ 2,570,004,398

Appropriation Schedule – FY 2010–11

TABLE 2

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

	Bureau Program Expenses	Fund Requirements			Total Appropriation
		Contingency	Interfund Cash Transfers	Debt Retirement	
Bureau of Development Services					
Development Services Fund	29,438,465	1,077,303	2,369,009	696,274	33,581,051
Total Bureau of Development Services	29,438,465	1,077,303	2,369,009	696,274	33,581,051
Bureau of Emergency Communications					
Emergency Communication Fund	17,192,067	1,161,360	490,881	138,736	18,983,044
Total Bureau of Emergency Communications	17,192,067	1,161,360	490,881	138,736	18,983,044
Bureau of Environmental Services					
Environmental Remediation Fund	5,545,758	611,919	81,959	856	6,240,492
Grants Fund	4,232,200	0	0	0	4,232,200
Sewer System Construction Fund	0	31,372,387	228,842,613	0	260,215,000
Sewer System Debt Redemption Fund	0	2,850,700	0	151,294,300	154,145,000
Sewer System Operating Fund	315,453,008	38,822,412	195,001,848	1,905,834	551,183,102
Sewer System Rate Stabilization Fund	0	31,250,000	30,000,000	0	61,250,000
Total Bureau of Environmental Services	325,230,966	104,907,418	453,926,420	153,200,990	1,037,265,794
Bureau of Fire & Police Disability & Retirement					
Fire & Police Disability & Retirement Fund	109,977,454	8,599,222	384,734	32,844,224	151,805,634
Fire & Police Disability & Retirement Res Fund	0	0	750,000	0	750,000
Total Bureau of Fire & Police Disability & Retirement	109,977,454	8,599,222	1,134,734	32,844,224	152,555,634
Bureau of Planning and Sustainability					
General Fund	9,334,569	0	0	0	9,334,569
Grants Fund	1,511,543	0	0	0	1,511,543
Solid Waste Management Fund	5,201,431	0	235,601	37,063	5,474,095
Total Bureau of Planning and Sustainability	16,047,543	0	235,601	37,063	16,320,207
Cable Communications and Franchise Management					
Cable Fund	5,062,275	1,014,000	17,726	0	6,094,001
General Fund	1,807,771	0	0	0	1,807,771
Total Cable Communications and Franchise Management	6,870,046	1,014,000	17,726	0	7,901,772
Commissioner of Public Affairs					
Children's Investment Fund	16,233,771	2,430,479	25,000	0	18,689,250
General Fund	2,296,286	0	0	0	2,296,286
Total Commissioner of Public Affairs	18,530,057	2,430,479	25,000	0	20,985,536
Commissioner of Public Safety					
General Fund	750,716	0	0	0	750,716
Total Commissioner of Public Safety	750,716	0	0	0	750,716

Appropriation Schedule – FY 2010–11

TABLE 2

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

	Bureau Program Expenses	Fund Requirements			Total Appropriation
		Contingency	Interfund Cash Transfers	Debt Retirement	
Commissioner of Public Utilities					
General Fund	852,706	0	0	0	852,706
Total Commissioner of Public Utilities	852,706	0	0	0	852,706
Commissioner of Public Works					
General Fund	900,148	0	0	0	900,148
Total Commissioner of Public Works	900,148	0	0	0	900,148
Office of the City Attorney					
General Fund	8,781,062	0	0	0	8,781,062
Total Office of the City Attorney	8,781,062	0	0	0	8,781,062
Office of the City Auditor					
Assessment Collection Fund	1,321	80,565	38	0	81,924
Bancroft Bond Interest and Sinking Fund	0	0	3,500,000	8,612,741	12,112,741
Campaign Finance Fund	393,353	0	15,050	0	408,403
General Fund	9,037,735	0	0	0	9,037,735
Local Improvement District Construction Fund	1,508,940	5,258,651	10,580,698	1,605,088	18,953,377
Total Office of the City Auditor	10,941,349	5,339,216	14,095,786	10,217,829	40,594,180
Office of Government Relations					
General Fund	1,202,964	0	0	0	1,202,964
Total Office of Government Relations	1,202,964	0	0	0	1,202,964
Office of Human Relations					
General Fund	589,509	0	0	0	589,509
Total Office of Human Relations	589,509	0	0	0	589,509
Office of Management and Finance					
Airport Way Debt Service Fund	0	0	0	5,587,700	5,587,700
BFRES Facilities GO Bond Construction Fund	4,039,961	544,431	104,077	0	4,688,469
Bonded Debt Interest and Sinking Fund	0	0	0	8,462,209	8,462,209
Central Eastside Ind District Debt Service Fund	0	0	0	7,360,963	7,360,963
CityFleet Operating Fund	26,948,770	16,722,038	923,580	278,804	44,873,192
Convention and Tourism Fund	3,232,532	45,943	13,803	0	3,292,278
Convention Center Area Debt Service Fund	0	0	0	12,756,020	12,756,020
EBS Services Fund	7,713,178	1,318,659	44,967	4,115,950	13,192,754
Emergency Communication Fund	4,380,696	598,509	0	1,177,500	6,156,705
Facilities Services Operating Fund	28,597,587	20,718,668	802,652	5,787,716	55,906,623
Fire & Police Supplemental Retirement Res Fund	8,860	0	0	0	8,860
Gateway URA Debt Redemption Fund	0	0	0	3,366,649	3,366,649
General Fund	48,235,067	2,589,617	30,750,020	5,485,124	87,059,828
General Reserve Fund	0	46,663,509	2,700,000	0	49,363,509
Governmental Bond Redemption Fund	0	0	0	6,267,652	6,267,652

Appropriation Schedule – FY 2010–11

TABLE 2

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

	Bureau Program Expenses	Fund Requirements			Total Appropriation
		Contingency	Interfund Cash Transfers	Debt Retirement	
Grants Fund	1,675,907	0	0	0	1,675,907
Health Insurance Operating Fund	43,882,407	14,882,149	344,053	26,660	59,135,269
Insurance and Claims Operating Fund	9,637,339	19,899,839	507,677	52,061	30,096,916
Interstate Corridor Debt Service Fund	0	0	0	14,196,910	14,196,910
Lents Town Center URA Debt Redemption Fund	0	0	0	10,335,006	10,335,006
North Macadam URA Debt Redemption Fund	0	0	0	15,542,591	15,542,591
Pension Debt Redemption Fund	0	0	138,477	3,261,591	3,400,068
Printing & Distribution Services Operating Fund	6,818,154	1,892,236	327,185	94,481	9,132,056
Private for Hire Transportation Safety Fund	30,000	0	585	0	30,585
Property Management License Fund	4,370,400	0	0	0	4,370,400
River District URA Debt Redemption Fund	0	0	0	30,289,548	30,289,548
South Park Blocks Redemption Fund	0	0	0	7,185,715	7,185,715
Special Finance and Resource Fund	117,973,120	0	0	2,180,231	120,153,351
Special Projects Debt Service Fund	0	0	0	6,449,843	6,449,843
Spectator Facilities Operating Fund	11,795,756	5,328,951	104,323	6,777,758	24,006,788
Technology Services Fund	45,373,230	26,395,203	1,942,114	1,868,480	75,579,027
Waterfront Renewal Bond Sinking Fund	0	0	0	10,196,161	10,196,161
Willamette Industrial URA Debt Service Fund	0	0	0	875,688	875,688
Workers' Comp Self Insurance Operating Fund	4,520,826	18,007,161	228,532	48,698	22,805,217
Total Office of Management and Finance	369,233,790	175,606,913	38,932,045	170,027,709	753,800,457
Office of the Mayor					
General Fund	3,195,817	0	0	0	3,195,817
Total Office of the Mayor	3,195,817	0	0	0	3,195,817
Portland Development Commission					
General Fund	3,697,126	0	0	0	3,697,126
Total Portland Development Commission	3,697,126	0	0	0	3,697,126
Office of Neighborhood Involvement					
General Fund	6,310,130	0	5,000	0	6,315,130
Total Office of Neighborhood Involvement	6,310,130	0	5,000	0	6,315,130
Portland Bureau of Transportation					
Gas Tax Bond Redemption Fund	0	5,485	0	1,085,550	1,091,035
Grants Fund	91,023,072	0	0	0	91,023,072
Parking Facilities Fund	6,229,406	8,306,030	3,132,019	2,858,550	20,526,005

Appropriation Schedule – FY 2010–11

TABLE 2

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

	Bureau Program Expenses	Fund Requirements			Total Appropriation
		Contingency	Interfund Cash Transfers	Debt Retirement	
Transportation Operating Fund	145,496,868	9,052,701	5,730,038	6,825,783	167,105,390
Transportation Reserve Fund	0	2,540,000	0	0	2,540,000
Total Portland Bureau of Transportation	242,749,346	19,904,216	8,862,057	10,769,883	282,285,502
Portland Fire and Rescue					
General Fund	92,979,426	0	0	0	92,979,426
Grants Fund	98,571	0	0	0	98,571
Total Portland Fire and Rescue	93,077,997	0	0	0	93,077,997
Portland Housing Bureau					
General Fund	10,289,120	0	5,000	0	10,294,120
Grants Fund	3,558,900	0	0	0	3,558,900
Headwaters Apartment Complex	487,658	100,000	775,294	0	1,362,952
HOME Grant Fund	4,996,522	0	0	0	4,996,522
Housing Community and Development Fund	11,466,899	0	0	0	11,466,899
Housing Investment Fund	10,368,860	476,388	2,118,572	0	12,963,820
Tax Increment Financing Reimbursement Fund	67,982,607	2,118,572	0	0	70,101,179
Total Portland Housing Bureau	109,150,566	2,694,960	2,898,866	0	114,744,392
Portland Office of Emergency Management					
General Fund	1,677,672	0	0	0	1,677,672
Grants Fund	8,627,687	0	0	0	8,627,687
Total Portland Office of Emergency Management	10,305,359	0	0	0	10,305,359
Portland Parks & Recreation					
General Fund	57,838,479	0	5,000	0	57,843,479
Golf Fund	6,963,928	1,994,735	1,016,330	119,354	10,094,347
Golf Revenue Bond Redemption Fund	0	0	0	807,280	807,280
Grants Fund	2,517,692	0	0	0	2,517,692
Parks Capital Construction & Maintenance Fund	21,412,291	630,753	1,307,636	67,226	23,417,906
Parks Endowment Fund	20,512	0	0	0	20,512
Parks Local Option Levy Fund	960,952	4,066,773	801,828	0	5,829,553
Portland International Raceway Fund	1,551,220	860,044	43,176	296,918	2,751,358
Portland Parks Memorial Trust Fund	1,734,100	380,390	0	0	2,114,490
Total Portland Parks & Recreation	92,999,174	7,932,695	3,173,970	1,290,778	105,396,617
Portland Police Bureau					
General Fund	152,011,454	0	0	0	152,011,454
Grants Fund	1,959,516	0	0	0	1,959,516
Police Special Revenue Fund	918,272	0	1,728	0	920,000
Total Portland Police Bureau	154,889,242	0	1,728	0	154,890,970
Portland Water Bureau					
Hydroelectric Power Bond Redemption Fund	0	0	0	2,716,810	2,716,810
Hydroelectric Power Operating Fund	680,007	128,598	347,971	14,608	1,171,184

Appropriation Schedule – FY 2010–11

TABLE 2

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

	Bureau Program Expenses	Fund Requirements			Total Appropriation
		Contingency	Interfund Cash Transfers	Debt Retirement	
Hydroelectric Power Renewal Replacement Fund	0	9,622,308	125,000	0	9,747,308
Water Bond Sinking Fund	0	0	0	28,306,371	28,306,371
Water Construction Fund	0	11,427,867	76,185,778	0	87,613,645
Water Fund	148,201,637	32,522,906	59,945,008	2,588,465	243,258,016
Total Portland Water Bureau	148,881,644	53,701,679	136,603,757	33,626,254	372,813,334
TOTAL CITYWIDE APPROPRIATION	\$1,781,795,243	\$ 384,369,461	\$ 662,772,580	\$ 412,849,740	\$ 3,241,787,024

Summary of Bureau Expenses by Fund – FY 2010–11

TABLE 3

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

	Personal Services	External Mat'l & Svcs	Internal Mat'l & Svcs	Capital Outlay	Total Bureau Expenses
Bureau of Development Services					
Development Services Fund	17,155,426	5,935,262	6,347,777	0	29,438,465
Total Bureau of Development Services	17,155,426	5,935,262	6,347,777	0	29,438,465
Bureau of Emergency Communications					
Emergency Communication Fund	14,097,970	559,753	2,534,344	0	17,192,067
Total Bureau of Emergency Communications	14,097,970	559,753	2,534,344	0	17,192,067
Bureau of Environmental Services					
Environmental Remediation Fund	593,870	4,085,149	866,739	0	5,545,758
Grants Fund	197,774	1,089,813	144,750	2,799,863	4,232,200
Sewer System Operating Fund	52,919,790	43,153,315	38,159,612	181,220,291	315,453,008
Total Bureau of Environmental Services	53,711,434	48,328,277	39,171,101	184,020,154	325,230,966
Bureau of Fire & Police Disability & Retirement					
Fire & Police Disability & Retirement Fund	1,584,867	103,174,918	5,217,669	0	109,977,454
Total Bureau of Fire & Police Disability & Retirement	1,584,867	103,174,918	5,217,669	0	109,977,454
Bureau of Planning and Sustainability					
General Fund	7,029,016	933,575	1,371,978	0	9,334,569
Grants Fund	1,396,068	115,475	0	0	1,511,543
Solid Waste Management Fund	1,779,186	2,139,281	1,282,964	0	5,201,431
Total Bureau of Planning and Sustainability	10,204,270	3,188,331	2,654,942	0	16,047,543
Cable Communications and Franchise Management					
Cable Fund	410,911	4,566,185	85,179	0	5,062,275
General Fund	539,707	877,318	390,746	0	1,807,771
Total Cable Communications and Franchise Management	950,618	5,443,503	475,925	0	6,870,046
Commissioner of Public Affairs					
Children's Investment Fund	431,613	15,766,928	35,230	0	16,233,771
General Fund	1,171,720	989,656	134,910	0	2,296,286
Total Commissioner of Public Affairs	1,603,333	16,756,584	170,140	0	18,530,057
Commissioner of Public Safety					
General Fund	620,655	19,911	110,150	0	750,716
Total Commissioner of Public Safety	620,655	19,911	110,150	0	750,716
Commissioner of Public Utilities					
General Fund	714,324	12,850	125,532	0	852,706
Total Commissioner of Public Utilities	714,324	12,850	125,532	0	852,706
Commissioner of Public Works					
General Fund	760,409	15,242	124,497	0	900,148
Total Commissioner of Public Works	760,409	15,242	124,497	0	900,148
Office of the City Attorney					
General Fund	7,541,027	508,899	731,136	0	8,781,062
Total Office of the City Attorney	7,541,027	508,899	731,136	0	8,781,062
Office of the City Auditor					
Assessment Collection Fund	0	0	1,321	0	1,321
Campaign Finance Fund	0	373,353	20,000	0	393,353
General Fund	4,759,740	1,847,602	2,430,393	0	9,037,735

Summary of Bureau Expenses by Fund – FY 2010–11

TABLE 3

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

	Personal Services	External Mat'l & Svcs	Internal Mat'l & Svcs	Capital Outlay	Total Bureau Expenses
Local Improvement District Construction Fund	0	5,000	1,503,940	0	1,508,940
Total Office of the City Auditor	4,759,740	2,225,955	3,955,654	0	10,941,349
Office of Government Relations					
General Fund	760,892	289,397	152,675	0	1,202,964
Total Office of Government Relations	760,892	289,397	152,675	0	1,202,964
Office of Human Relations					
General Fund	402,754	143,298	43,457	0	589,509
Total Office of Human Relations	402,754	143,298	43,457	0	589,509
Office of Management and Finance					
BFRES Facilities GO Bond Construction Fund	0	370,260	422,831	3,246,870	4,039,961
CityFleet Operating Fund	6,426,941	11,459,980	1,757,540	7,304,309	26,948,770
Convention and Tourism Fund	0	3,093,541	138,991	0	3,232,532
EBS Services Fund	2,075,559	1,447,952	4,189,667	0	7,713,178
Emergency Communication Fund	124,074	3,286,389	970,233	0	4,380,696
Facilities Services Operating Fund	3,301,131	17,790,158	2,847,778	4,658,520	28,597,587
Fire & Police Supplemental Retirement Res Fund	0	8,860	0	0	8,860
General Fund	26,119,635	15,591,436	6,498,996	25,000	48,235,067
Grants Fund	53,500	1,622,407	0	0	1,675,907
Health Insurance Operating Fund	969,215	42,266,935	646,257	0	43,882,407
Insurance and Claims Operating Fund	1,113,353	6,172,585	2,094,401	257,000	9,637,339
Printing & Distribution Services Operating Fund	1,948,728	3,783,694	691,482	394,250	6,818,154
Private for Hire Transportation Safety Fund	0	30,000	0	0	30,000
Property Management License Fund	0	4,322,000	48,400	0	4,370,400
Special Finance and Resource Fund	0	117,973,120	0	0	117,973,120
Spectator Facilities Operating Fund	0	1,340,000	455,756	10,000,000	11,795,756
Technology Services Fund	24,741,068	16,609,601	3,927,561	95,000	45,373,230
Workers' Comp Self Insurance Operating Fund	938,480	2,763,342	562,004	257,000	4,520,826
Total Office of Management and Finance	67,811,684	249,932,260	25,251,897	26,237,949	369,233,790
Office of the Mayor					
General Fund	1,981,424	886,602	327,791	0	3,195,817
Total Office of the Mayor	1,981,424	886,602	327,791	0	3,195,817
Portland Development Commission					
General Fund	0	3,697,126	0	0	3,697,126
Total Portland Development Commission	0	3,697,126	0	0	3,697,126
Office of Neighborhood Involvement					
General Fund	3,023,648	2,801,744	484,738	0	6,310,130
Total Office of Neighborhood Involvement	3,023,648	2,801,744	484,738	0	6,310,130
Portland Bureau of Transportation					
Grants Fund	6,569,103	4,925,063	3,879,031	75,649,875	91,023,072
Parking Facilities Fund	139,648	3,228,615	2,861,143	0	6,229,406
Transportation Operating Fund	63,199,117	33,402,301	20,210,311	28,685,139	145,496,868
Total Portland Bureau of Transportation	69,907,868	41,555,979	26,950,485	104,335,014	242,749,346
Portland Fire and Rescue					
General Fund	80,681,301	5,445,198	5,696,743	1,156,184	92,979,426
Grants Fund	0	98,571	0	0	98,571

Summary of Bureau Expenses by Fund – FY 2010–11

TABLE 3

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

	Personal Services	External Mat'l & Svcs	Internal Mat'l & Svcs	Capital Outlay	Total Bureau Expenses
Total Portland Fire and Rescue	80,681,301	5,543,769	5,696,743	1,156,184	93,077,997
Portland Housing Bureau					
General Fund	306,959	10,485,834	(503,673)	0	10,289,120
Grants Fund	720,983	2,837,917	0	0	3,558,900
Headwaters Apartment Complex	0	487,658	0	0	487,658
HOME Grant Fund	579,587	4,416,935	0	0	4,996,522
Housing Community and Development Fund	1,860,726	9,210,068	396,105	0	11,466,899
Housing Investment Fund	710,223	9,658,637	0	0	10,368,860
Tax Increment Financing Reimbursement Fund	2,364,518	64,142,143	1,475,946	0	67,982,607
Total Portland Housing Bureau	6,542,996	101,239,192	1,368,378	0	109,150,566
Portland Office of Emergency Management					
General Fund	1,099,931	142,155	435,586	0	1,677,672
Grants Fund	791,506	7,836,181	0	0	8,627,687
Total Portland Office of Emergency Management	1,891,437	7,978,336	435,586	0	10,305,359
Portland Parks & Recreation					
General Fund	36,628,508	14,580,277	6,629,694	0	57,838,479
Golf Fund	2,800,577	3,628,454	469,897	65,000	6,963,928
Grants Fund	426,185	206,000	8,368	1,877,139	2,517,692
Parks Capital Construction & Maintenance Fund	926,176	11,704,160	204,823	8,577,132	21,412,291
Parks Endowment Fund	0	18,312	2,200	0	20,512
Parks Local Option Levy Fund	413,570	141	547,241	0	960,952
Portland International Raceway Fund	772,231	652,917	126,072	0	1,551,220
Portland Parks Memorial Trust Fund	174,639	1,169,754	283,204	106,503	1,734,100
Total Portland Parks & Recreation	42,141,886	31,960,015	8,271,499	10,625,774	92,999,174
Portland Police Bureau					
General Fund	114,284,132	7,489,547	30,237,775	0	152,011,454
Grants Fund	775,777	1,183,739	0	0	1,959,516
Police Special Revenue Fund	0	918,272	0	0	918,272
Total Portland Police Bureau	115,059,909	9,591,558	30,237,775	0	154,889,242
Portland Water Bureau					
Hydroelectric Power Operating Fund	270,987	196,500	212,520	0	680,007
Water Fund	58,705,038	42,815,764	19,950,535	26,730,300	148,201,637
Total Portland Water Bureau	58,976,025	43,012,264	20,163,055	26,730,300	148,881,644
TOTAL BUREAU EXPENSES BY FUND	\$ 562,885,897	\$ 684,801,025	\$ 181,002,946	\$ 353,105,375	\$1,781,795,243

Summary of Revenues by Fund – FY 2010–11

TABLE 4

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

	Property & Transient Lodging Taxes	Service Charges, Licenses, & Permits	Other External Revenue	Interfund Revenues	Beginning Balances	Total Revenues
Bureau of Development Services						
Development Services Fund	0	23,205,681	7,250,327	2,714,734	410,309	33,581,051
Total Bureau of Development Services	0	23,205,681	7,250,327	2,714,734	410,309	33,581,051
Bureau of Emergency Communications						
Emergency Communication Fund	0	200,000	6,573,800	10,551,102	1,658,142	18,983,044
Total Bureau of Emergency Communications	0	200,000	6,573,800	10,551,102	1,658,142	18,983,044
Bureau of Environmental Services						
Environmental Remediation Fund	0	0	25,000	5,715,492	500,000	6,240,492
Grants Fund	0	0	4,232,200	0	0	4,232,200
Sewer System Construction Fund	0	300,000	1,415,000	20,000,000	238,500,000	260,215,000
Sewer System Debt Redemption Fund	0	0	250,000	150,945,000	45,050,000	196,245,000
Sewer System Operating Fund	0	247,271,716	1,145,000	260,766,386	42,200,000	551,383,102
Sewer System Rate Stabilization Fund	0	0	450,000	0	60,800,000	61,250,000
Total Bureau of Environmental Services	0	247,571,716	7,517,200	437,426,878	387,050,000	1,079,565,794
Bureau of Fire & Police Disability & Retirement						
Fire & Police Disability & Retirement Fund	109,330,290	0	32,925,000	757,200	8,793,144	151,805,634
Fire & Police Disability & Retirement Res Fund	0	0	0	0	750,000	750,000
Total Bureau of Fire & Police Disability & Retirement	109,330,290	0	32,925,000	757,200	9,543,144	152,555,634
Bureau of Planning and Sustainability						
General Fund	0	0	9,220,648	113,921	0	9,334,569
Grants Fund	0	0	1,511,543	0	0	1,511,543
Solid Waste Management Fund	0	3,949,015	64,418	60,000	3,299,128	7,372,561
Total Bureau of Planning and Sustainability	0	3,949,015	10,796,609	173,921	3,299,128	18,218,673
Cable Communications and Franchise Management						
Cable Fund	0	1,475,557	2,977,648	280,051	2,412,766	7,146,022
General Fund	0	20,000	1,787,771	0	0	1,807,771
Total Cable Communications and Franchise Management	0	1,495,557	4,765,419	280,051	2,412,766	8,953,793
Commissioner of Public Affairs						
Children's Investment Fund	13,813,782	0	0	0	4,875,468	18,689,250
General Fund	0	0	2,068,394	227,892	0	2,296,286
Total Commissioner of Public Affairs	13,813,782	0	2,068,394	227,892	4,875,468	20,985,536
Commissioner of Public Safety						
General Fund	0	0	750,716	0	0	750,716
Total Commissioner of Public Safety	0	0	750,716	0	0	750,716
Commissioner of Public Utilities						
General Fund	0	0	763,714	88,992	0	852,706
Total Commissioner of Public Utilities	0	0	763,714	88,992	0	852,706
Commissioner of Public Works						
General Fund	0	0	800,148	100,000	0	900,148
Total Commissioner of Public Works	0	0	800,148	100,000	0	900,148

Summary of Revenues by Fund – FY 2010–11

TABLE 4

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

	Property & Transient Lodging Taxes	Service Charges, Licenses, & Permits	Other External Revenue	Interfund Revenues	Beginning Balances	Total Revenues
Office of the City Attorney						
General Fund	0	0	4,143,455	4,637,607	0	8,781,062
Total Office of the City Attorney	0	0	4,143,455	4,637,607	0	8,781,062
Office of the City Auditor						
Assessment Collection Fund	0	0	2,000	0	79,924	81,924
Bancroft Bond Interest and Sinking Fund	0	0	8,693,522	0	15,948,373	24,641,895
Campaign Finance Fund	0	0	12,500	320,001	75,902	408,403
General Fund	0	335,388	7,642,319	1,060,028	0	9,037,735
Local Improvement District Construction Fund	0	815,540	12,201,677	0	5,936,160	18,953,377
Total Office of the City Auditor	0	1,150,928	28,552,018	1,380,029	22,040,359	53,123,334
Office of Government Relations						
General Fund	0	0	1,130,693	72,271	0	1,202,964
Total Office of Government Relations	0	0	1,130,693	72,271	0	1,202,964
Office of Human Relations						
General Fund	0	0	589,509	0	0	589,509
Total Office of Human Relations	0	0	589,509	0	0	589,509
Office of Management and Finance						
Airport Way Debt Service Fund	5,536,542	0	250,169	0	839,000	6,625,711
BFRES Facilities GO Bond Construction Fund	0	0	21,913	0	4,666,556	4,688,469
Bonded Debt Interest and Sinking Fund	8,332,209	0	30,000	0	100,000	8,462,209
Central Eastside Ind District Debt Service Fund	5,561,910	0	22,053	0	1,777,000	7,360,963
CityFleet Operating Fund	0	34,999	1,035,000	27,106,526	16,696,667	44,873,192
Convention and Tourism Fund	3,284,270	0	21,533	0	221,967	3,527,770
Convention Center Area Debt Service Fund	10,406,757	0	42,720	0	2,306,543	12,756,020
EBS Services Fund	0	0	11,921	10,777,104	2,403,729	13,192,754
Emergency Communication Fund	0	0	0	0	6,156,705	6,156,705
Facilities Services Operating Fund	0	2,128,416	13,033,649	25,308,672	15,435,886	55,906,623
Fire & Police Supplemental Retirement Res Fund	0	0	800	0	50,953	51,753
Gateway URA Debt Redemption Fund	3,194,718	0	41,931	0	130,000	3,366,649
General Fund	206,484,214	111,714,050	-297,211,828	54,465,766	11,607,626	87,059,828
General Reserve Fund	0	0	245,590	0	49,117,919	49,363,509
Governmental Bond Redemption Fund	0	0	3,170,000	3,097,652	0	6,267,652
Grants Fund	0	0	1,675,907	0	0	1,675,907
Health Insurance Operating Fund	0	39,528,188	4,069,196	0	15,537,885	59,135,269
Insurance and Claims Operating Fund	0	0	290,003	10,824,745	18,982,168	30,096,916
Interstate Corridor Debt Service Fund	13,038,020	0	6,242,134	0	3,634,824	22,914,978
Lents Town Center URA Debt Redemption Fund	9,583,551	0	63,455	0	4,194,000	13,841,006
North Macadam URA Debt Redemption Fund	13,067,773	0	75,239	0	2,399,579	15,542,591
Pension Debt Redemption Fund	0	0	507,109	2,892,959	0	3,400,068
Printing & Distribution Services Operating Fund	0	99,385	1,103,087	6,228,442	1,701,142	9,132,056
Private for Hire Transportation Safety Fund	0	0	2,490	0	191,115	193,605

Summary of Revenues by Fund – FY 2010–11

TABLE 4

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

	Property & Transient Lodging Taxes	Service Charges, Licenses, & Permits	Other External Revenue	Interfund Revenues	Beginning Balances	Total Revenues
Property Management License Fund	0	4,356,000	10,600	0	81,610	4,448,210
River District URA Debt Redemption Fund	28,309,000	0	135,548	0	6,579,950	35,024,498
South Park Blocks Redemption Fund	7,188,139	0	86,972	0	8,376,584	15,651,695
Special Finance and Resource Fund	0	0	120,153,351	0	0	120,153,351
Special Projects Debt Service Fund	0	0	6,449,843	0	0	6,449,843
Spectator Facilities Operating Fund	0	6,165,500	11,986,891	993	5,853,404	24,006,788
Technology Services Fund	0	0	6,005,330	42,657,392	26,916,305	75,579,027
Waterfront Renewal Bond Sinking Fund	10,088,881	0	95,835	0	6,578,418	16,763,134
Willamette Industrial URA Debt Service Fund	812,986	0	2,702	0	60,000	875,688
Workers' Comp Self Insurance Operating Fund	0	0	198,862	4,009,127	18,597,228	22,805,217
Total Office of Management and Finance	324,888,970	164,026,538	-120,129,995	187,369,378	231,194,763	787,349,654
Office of the Mayor						
General Fund	0	0	2,701,638	494,179	0	3,195,817
Total Office of the Mayor	0	0	2,701,638	494,179	0	3,195,817
Portland Development Commission						
General Fund	0	0	3,697,126	0	0	3,697,126
Total Portland Development Commission	0	0	3,697,126	0	0	3,697,126
Office of Neighborhood Involvement						
General Fund	0	135,692	6,136,708	42,730	0	6,315,130
Total Office of Neighborhood Involvement	0	135,692	6,136,708	42,730	0	6,315,130
Portland Bureau of Transportation						
Gas Tax Bond Redemption Fund	0	0	0	1,085,550	5,485	1,091,035
Grants Fund	0	0	91,023,072	0	0	91,023,072
Parking Facilities Fund	0	11,217,000	163,000	745,948	8,400,057	20,526,005
Transportation Operating Fund	0	32,190,471	64,692,998	52,117,921	18,104,000	167,105,390
Transportation Reserve Fund	0	0	20,000	0	2,520,000	2,540,000
Total Portland Bureau of Transportation	0	43,407,471	155,899,070	53,949,419	29,029,542	282,285,502
Portland Fire and Rescue						
General Fund	0	2,490,000	88,370,235	2,119,191	0	92,979,426
Grants Fund	0	0	98,571	0	0	98,571
Total Portland Fire and Rescue	0	2,490,000	88,468,806	2,119,191	0	93,077,997
Portland Housing Bureau						
General Fund	0	0	10,294,120	0	0	10,294,120
Grants Fund	0	0	3,558,900	0	0	3,558,900
Headwaters Apartment Complex	0	1,262,952	100,000	0	0	1,362,952
HOME Grant Fund	0	0	4,996,522	0	0	4,996,522
Housing Community and Development Fund	0	0	11,466,899	0	0	11,466,899
Housing Investment Fund	0	63,898	10,888,422	11,500	2,000,000	12,963,820
Tax Increment Financing Reimbursement Fund	0	0	67,982,607	2,118,572	0	70,101,179
Total Portland Housing Bureau	0	1,326,850	109,287,470	2,130,072	2,000,000	114,744,392

Summary of Revenues by Fund – FY 2010–11

TABLE 4

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

	Property & Transient Lodging Taxes	Service Charges, Licenses, & Permits	Other External Revenue	Interfund Revenues	Beginning Balances	Total Revenues
Portland Office of Emergency Management						
General Fund	0	0	1,670,672	7,000	0	1,677,672
Grants Fund	0	0	8,627,687	0	0	8,627,687
Total Portland Office of Emergency Management	0	0	10,298,359	7,000	0	10,305,359
Portland Parks & Recreation						
General Fund	0	14,314,622	41,126,183	2,402,674	0	57,843,479
Golf Fund	0	8,386,471	56,500	0	1,651,376	10,094,347
Golf Revenue Bond Redemption Fund	0	0	5,000	802,000	640,358	1,447,358
Grants Fund	0	0	2,517,692	0	0	2,517,692
Parks Capital Construction & Maintenance Fund	0	3,000,000	14,110,940	1,814,970	4,491,996	23,417,906
Parks Endowment Fund	0	0	840	0	182,294	183,134
Parks Local Option Levy Fund	65,039	0	39,503	0	5,725,011	5,829,553
Portland International Raceway Fund	0	2,086,000	20,500	0	644,858	2,751,358
Portland Parks Memorial Trust Fund	0	47,750	475,475	25,000	1,566,265	2,114,490
Total Portland Parks & Recreation	65,039	27,834,843	58,352,633	5,044,644	14,902,158	106,199,317
Portland Police Bureau						
General Fund	0	4,376,192	144,221,910	3,413,352	0	152,011,454
Grants Fund	0	0	1,959,516	0	0	1,959,516
Police Special Revenue Fund	0	0	416,000	0	504,000	920,000
Total Portland Police Bureau	0	4,376,192	146,597,426	3,413,352	504,000	154,890,970
Portland Water Bureau						
Hydroelectric Power Bond Redemption Fund	0	0	2,763,300	0	4,383,500	7,146,800
Hydroelectric Power Operating Fund	0	0	634,370	188,207	348,607	1,171,184
Hydroelectric Power Renewal Replacement Fund	0	0	524,600	0	9,222,708	9,747,308
Water Bond Sinking Fund	0	0	7,399,956	28,195,415	10,320,038	45,915,409
Water Construction Fund	0	2,000,000	86,174,967	24,036,255	33,224,757	145,435,979
Water Fund	0	116,383,506	1,203,991	78,375,007	47,295,512	243,258,016
Total Portland Water Bureau	0	118,383,506	98,701,184	130,794,884	104,795,122	452,674,696
TOTAL REVENUES BY FUND	\$ 448,098,081	\$ 639,553,989	\$ 668,637,427	\$ 843,775,526	\$ 813,714,901	\$3,413,779,924

Total Revenues and Expenses by Fund by Fiscal Year

TABLE 5

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

	Actual FY 2007-08	Actual FY 2008-09	Revised FY 2009-10	Proposed FY 2010-11	Adopted FY 2010-11
Bureau of Development Services					
Development Services Fund	56,123,903	44,933,951	47,436,200	33,581,051	
Total Bureau of Development Services	56,123,903	44,933,951	47,436,200	33,581,051	
Bureau of Emergency Communications					
Closed - Public Safety Fund	434,657	0	0	0	
Emergency Communication Fund	20,585,987	20,763,425	19,511,366	18,983,044	
Grants Fund	34,317	1,431	119,712	0	
Total Bureau of Emergency Communi- cations	21,054,961	20,764,856	19,631,078	18,983,044	
Bureau of Environmental Services					
Environmental Remediation Fund	5,520,528	5,639,439	7,247,718	6,240,492	
Grants Fund	1,290,120	623,605	4,989,804	4,232,200	
Sewer System Construction Fund	407,001,145	241,501,451	443,600,000	260,215,000	
Sewer System Debt Redemption Fund	368,646,697	123,991,760	155,100,000	196,245,000	
Sewer System Operating Fund	453,833,497	444,678,586	559,853,427	551,383,102	
Sewer System Rate Stabilization Fund	76,580,557	78,615,053	72,850,000	61,250,000	
Total Bureau of Environmental Services	1,312,872,544	895,049,894	1,243,640,949	1,079,565,794	
Bureau of Fire & Police Disability & Retirement					
Fire & Police Disability & Retirement Fund	121,425,458	136,204,832	150,056,407	151,805,634	
Fire & Police Disability & Retirement Res Fund	750,000	1,500,000	750,000	750,000	
Total Bureau of Fire & Police Disability & Retirement	122,175,458	137,704,832	150,806,407	152,555,634	
Bureau of Planning and Sustainability					
General Fund	10,452,324	11,015,928	13,399,592	9,334,569	
Grants Fund	5,265	42,852	7,444,248	1,511,543	
Solid Waste Management Fund	0	0	8,075,362	7,372,561	
Total Bureau of Planning and Sustain- ability	10,457,589	11,058,780	28,919,202	18,218,673	
Cable Communications and Franchise Management					
Cable Fund	8,465,502	10,043,752	7,514,786	7,146,022	
General Fund	2,119,983	1,995,552	2,211,460	1,807,771	
Total Cable Communications and Fran- chise Management	10,585,485	12,039,304	9,726,246	8,953,793	
Commissioner of Public Affairs					
Children's Investment Fund	26,808,682	16,478,848	17,681,525	18,689,250	
General Fund	676,333	954,975	3,825,689	2,296,286	
Grants Fund	0	0	153,000	0	
Total Commissioner of Public Affairs	27,485,015	17,433,823	21,660,214	20,985,536	
Commissioner of Public Safety					
General Fund	780,393	690,150	736,470	750,716	
Total Commissioner of Public Safety	780,393	690,150	736,470	750,716	
Commissioner of Public Utilities					
General Fund	845,995	812,459	835,946	852,706	
Grants Fund	0	0	2,500	0	
Total Commissioner of Public Utilities	845,995	812,459	838,446	852,706	

Total Revenues and Expenses by Fund by Fiscal Year

TABLE 5

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

	Actual FY 2007-08	Actual FY 2008-09	Revised FY 2009-10	Proposed FY 2010-11	Adopted FY 2010-11
Commissioner of Public Works					
General Fund	756,489	771,886	832,729	900,148	
Total Commissioner of Public Works	756,489	771,886	832,729	900,148	
Office of the City Attorney					
General Fund	7,321,099	8,016,265	8,481,801	8,781,062	
Total Office of the City Attorney	7,321,099	8,016,265	8,481,801	8,781,062	
Office of the City Auditor					
Assessment Collection Fund	78,239	79,892	82,157	81,924	
Bancroft Bond Interest and Sinking Fund	21,674,224	21,455,865	21,878,897	24,641,895	
Campaign Finance Fund	2,338,936	1,646,461	1,361,000	408,403	
General Fund	6,386,585	7,799,810	8,802,246	9,037,735	
Local Improvement District Construction Fund	12,464,079	11,753,020	55,464,930	18,953,377	
Total Office of the City Auditor	42,942,063	42,735,048	87,589,230	53,123,334	
Office of Government Relations					
General Fund	1,066,029	1,207,673	1,210,904	1,202,964	
Total Office of Government Relations	1,066,029	1,207,673	1,210,904	1,202,964	
Office of Human Relations					
General Fund	0	414,715	711,438	589,509	
Total Office of Human Relations	0	414,715	711,438	589,509	
Office of Management and Finance					
Airport Way Debt Service Fund	7,647,278	6,999,621	6,363,350	6,625,711	
BFRES Facilities GO Bond Construction Fund	6,253,426	19,904,788	11,564,286	4,688,469	
Bonded Debt Interest and Sinking Fund	8,280,944	8,376,599	9,124,646	8,462,209	
Central Eastside Ind District Debt Service Fund	4,651,514	4,976,723	5,593,768	7,360,963	
CityFleet Operating Fund	44,926,364	45,347,838	46,227,019	44,873,192	
Closed - Business License Surcharge Fund	3,785,500	1,816,074	12,747	0	
Closed - Parking Facilities Debt Redemption Fund	3,084,430	25,281,970	0	0	
Closed - Portland Police Assoc Health Insurnc Fd	4,590,116	2,020,028	0	0	
Convention and Tourism Fund	3,486,471	4,237,312	3,406,936	3,527,770	
Convention Center Area Debt Service Fund	7,427,852	11,206,025	12,360,214	12,756,020	
EBS Services Fund	0	5,184,438	28,690,311	13,192,754	
Emergency Communication Fund	0	2,128,082	13,546,033	6,156,705	
Facilities Services Operating Fund	81,209,259	55,412,224	56,125,791	55,906,623	
Fire & Police Supplemental Retirement Res Fund	72,809	66,927	60,089	51,753	
Gateway URA Debt Redemption Fund	2,183,402	2,573,042	2,838,244	3,366,649	
General Fund	189,828,537	177,786,164	116,125,838	87,059,828	
General Reserve Fund	59,527,831	64,083,692	64,717,995	49,363,509	
Governmental Bond Redemption Fund	8,400,554	3,224,520	8,496,055	6,267,652	
Grants Fund	3,064,188	51,689	3,158,392	1,675,907	
Health Insurance Operating Fund	48,479,569	52,808,752	56,249,336	59,135,269	
Insurance and Claims Operating Fund	26,040,500	27,249,864	31,131,099	30,096,916	
Interstate Corridor Debt Service Fund	9,260,296	10,350,106	15,457,567	22,914,978	

Total Revenues and Expenses by Fund by Fiscal Year

TABLE 5

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

	Actual FY 2007–08	Actual FY 2008–09	Revised FY 2009–10	Proposed FY 2010–11	Adopted FY 2010–11
Lents Town Center URA Debt Redemption Fund	7,390,906	7,898,412	8,788,283	13,841,006	
North Macadam URA Debt Redemption Fund	6,928,309	9,190,752	9,263,865	15,542,591	
Parking Facilities Fund	21,235,295	22,674,447	0	0	
Pension Debt Redemption Fund	23,009,970	19,026,553	7,239,633	3,400,068	
Printing & Distribution Services Operating Fund	9,669,414	9,330,869	9,971,253	9,132,056	
Private for Hire Transportation Safety Fund	164,431	259,587	142,264	193,605	
Property Management License Fund	3,945,385	4,531,566	4,268,400	4,448,210	
River District URA Debt Redemption Fund	25,564,192	29,236,777	34,396,006	35,024,498	
South Park Blocks Redemption Fund	7,585,527	40,773,065	16,183,620	15,651,695	
Special Finance and Resource Fund	106,839,096	105,212,782	148,369,323	120,153,351	
Special Projects Debt Service Fund	5,960,066	6,189,363	6,414,893	6,449,843	
Spectator Facilities Operating Fund	15,837,874	16,080,920	15,038,895	24,006,788	
Technology Services Fund	94,294,794	97,959,782	93,415,041	75,579,027	
Waterfront Renewal Bond Sinking Fund	35,342,044	17,739,894	17,586,583	16,763,134	
Willamette Industrial URA Debt Service Fund	450,920	697,385	731,688	875,688	
Workers' Comp Self Insurance Operating Fund	22,577,417	22,848,108	23,428,345	22,805,217	
Total Office of Management and Finance	908,996,480	940,736,740	886,487,808	787,349,654	
Office of the Mayor					
General Fund	2,733,458	2,395,678	2,990,625	3,195,817	
Total Office of the Mayor	2,733,458	2,395,678	2,990,625	3,195,817	
Portland Development Commission					
General Fund	0	0	0	3,697,126	
Grants Fund	1,823,239	0	395,832	0	
Total Portland Development Commission	1,823,239	0	395,832	3,697,126	
Office of Neighborhood Involvement					
General Fund	6,736,660	6,017,166	6,721,246	6,315,130	
Grants Fund	0	0	50,000	0	
Total Office of Neighborhood Involvement	6,736,660	6,017,166	6,771,246	6,315,130	
Office of Sustainable Development					
General Fund	3,477,728	2,873,078	0	0	
Grants Fund	488,513	441,960	0	0	
Solid Waste Management Fund	9,256,512	8,663,949	0	0	
Total Office of Sustainable Development	13,222,753	11,978,987	0	0	
Portland Bureau of Transportation					
Gas Tax Bond Redemption Fund	2,512,569	3,499,600	1,138,175	1,091,035	
Grants Fund	7,025,548	1,497,549	105,102,334	91,023,072	
Parking Facilities Fund	0	0	24,190,318	20,526,005	
Transportation Operating Fund	185,013,874	139,293,812	183,169,117	167,105,390	
Transportation Reserve Fund	797,891	1,137,878	2,517,889	2,540,000	
Total Portland Bureau of Transportation	195,349,882	145,428,839	316,117,833	282,285,502	
Portland Fire and Rescue					

Total Revenues and Expenses by Fund by Fiscal Year

TABLE 5

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

	Actual FY 2007-08	Actual FY 2008-09	Revised FY 2009-10	Proposed FY 2010-11	Adopted FY 2010-11
General Fund	87,206,449	86,135,450	94,011,192	92,979,426	
Grants Fund	1,017,857	57,050	1,737,853	98,571	
Total Portland Fire and Rescue	88,224,306	86,192,500	95,749,045	93,077,997	
Portland Housing Bureau					
General Fund	23,997,725	14,283,529	13,277,000	10,294,120	
Grants Fund	2,688,923	1,031,605	13,209,075	3,558,900	
Headwaters Apartment Complex	0	0	0	1,362,952	
HOME Grant Fund	5,470,768	3,661,335	8,486,315	4,996,522	
Housing Community and Development Fund	12,901,795	10,965,509	15,868,667	11,466,899	
Housing Investment Fund	20,956,114	22,240,152	24,067,333	12,963,820	
Tax Increment Financing Reimbursement Fund	0	0	864,874	70,101,179	
Total Portland Housing Bureau	66,015,325	52,182,130	75,773,264	114,744,392	
Portland Office of Emergency Management					
General Fund	6,640,347	1,540,713	1,645,003	1,677,672	
Grants Fund	3,297,956	1,410,344	14,322,196	8,627,687	
Total Portland Office of Emergency Management	9,938,303	2,951,057	15,967,199	10,305,359	
Portland Parks & Recreation					
General Fund	55,459,124	56,837,966	57,902,544	57,843,479	
Golf Fund	8,440,293	9,754,562	9,994,106	10,094,347	
Golf Revenue Bond Redemption Fund	1,458,312	1,456,271	1,441,370	1,447,358	
Grants Fund	482,714	181,693	4,938,141	2,517,692	
Parks Capital Construction & Maintenance Fund	38,859,928	35,492,269	34,790,703	23,417,906	
Parks Endowment Fund	183,301	185,540	185,732	183,134	
Parks Local Option Levy Fund	27,115,994	19,415,495	6,832,557	5,829,553	
Portland International Raceway Fund	4,641,265	2,372,217	2,602,786	2,751,358	
Portland Parks Memorial Trust Fund	2,852,271	3,138,513	2,594,525	2,114,490	
Total Portland Parks & Recreation	139,493,202	128,834,526	121,282,464	106,199,317	
Portland Police Bureau					
General Fund	148,975,660	153,358,313	155,963,354	152,011,454	
Grants Fund	1,910,003	603,810	5,558,620	1,959,516	
Police Special Revenue Fund	0	16,833	1,101,246	920,000	
Total Portland Police Bureau	150,885,663	153,978,956	162,623,220	154,890,970	
Portland Water Bureau					
Closed - Water Growth Impact Charge Trust Fund	1,912,527	1,912,526	0	0	
Grants Fund	3,748,481	124,014	599,152	0	
Hydroelectric Power Bond Redemption Fund	7,014,901	7,302,040	6,868,149	7,146,800	
Hydroelectric Power Operating Fund	1,474,991	1,617,223	1,488,406	1,171,184	
Hydroelectric Power Renewal Replacement Fund	8,917,859	9,130,318	9,453,110	9,747,308	
Water Bond Sinking Fund	18,438,778	26,663,406	36,698,441	45,915,409	
Water Construction Fund	70,113,352	109,806,284	134,156,520	145,435,979	
Water Fund	184,906,743	199,288,920	222,942,753	243,258,016	
Total Portland Water Bureau	296,527,632	355,844,731	412,206,531	452,674,696	
TOTAL REVENUES & EXPENSES	\$ 3,494,413,926	\$ 3,080,174,946	\$ 3,718,586,381	\$ 3,413,779,924	\$

Tax Levy Computation

TABLE 6

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

	Total	General Fund Tax Base	General Obligation Debt	Fire & Police Disability & Retirement	Parks Local Option Levy	Children's Local Option Levy
FISCAL YEAR 2009-10						
Total Budget Requirements	635,414,164	450,627,518	8,462,209	151,805,634	5,829,553	18,689,250
Less: Budgeted Resources, Except Taxes to Be Levied	(318,915,231)	(263,293,099)	(295,000)	(44,275,344)	(5,829,553)	(5,222,235)
Total Equals: Taxes Necessary To Balance	316,498,933	187,334,419	8,167,209	107,530,290	0	13,467,015
Add: Taxes Estimated Not to Be Received due to Delinquency & Discount	20,527,321	12,169,755	530,564	6,985,461	0	841,542
Total Equals: Estimated (Measure 50) Levy Receivable	337,026,254	199,504,174	8,697,773	114,515,751	0	14,308,557
Add: Estimated Measure 50 Levy Compression	14,664,459	6,986,796	0	4,010,433	0	3,667,229
Total Taxes to Be Levied	351,690,713	206,490,969	8,697,773	118,526,184	0	17,975,786
Legal Basis of Taxes to Be Levied						
Fixed Tax Rate Levy-Subject to \$10 Limit	224,466,756	206,490,969	0	0	0	17,975,786
Local Option Operating Tax	0	0	0	0		0
Local Option Capital Construction Tax	0	0	0	0		0
Levy for Gap Bonds	0	0	0	0		0
Levy for Pension & Disability Obligations	118,526,184	0	0	118,526,184	0	0
Levy for Bonded Indebtedness	8,697,773	0	8,697,773	0	0	0
TOTAL TAXES TO BE LEVIED	\$ 351,690,713	\$ 206,490,969	\$ 8,697,773	\$ 118,526,184	\$ 0	\$ 17,975,786
FISCAL YEAR 2008-09						
Total Budget Requirements	655,842,088	472,379,651	9,124,646	150,056,407	6,599,859	17,681,525
Less: Budgeted Resources Except Taxes to Be Levied	(348,702,367)	(291,359,492)	(150,000)	(45,865,717)	(6,599,859)	(4,727,299)
Total Equals: Taxes Necessary to Balance	307,139,721	181,020,159	8,974,646	104,190,690	0	12,954,226
Add: Taxes Estimated Not to Be Received due to Delinquency & Discount	19,604,663	11,554,478	572,850	6,650,470	0	826,865
Total Equals: Estimated (Measure 50) Levy Receivable	326,744,384	192,574,637	9,547,496	110,841,160	0	13,781,091
Add: Estimated Measure 5 Levy Compression	15,182,089	7,155,818	0	4,139,296	0	3,886,975
Total Taxes to Be Levied	341,926,473	199,730,455	9,547,496	114,980,456	0	17,668,066
Legal Basis of Taxes to Be Levied						
Permanent Rate Limit Levy-Subject to \$10 Limit	217,398,521	199,730,455	0	0	0	17,668,066
Local Option Operating Tax	0	0	0	0	0	0
Local Option Capital Construction Tax	0	0	0	0	0	0
Levy for Gap Bonds	0	0	0	0	0	0
Levy for Pension & Disability Obligations	114,980,456	0	0	114,980,456	0	0
Levy for Bonded Indebtedness	9,547,496	0	9,547,496	0	0	0
TOTAL TAXES TO BE LEVIED	\$ 341,926,473	\$ 199,730,455	\$ 9,547,496	\$ 114,980,456	\$ 0	\$ 17,668,066

Urban Renewal Certification

TABLE 7

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

Part 1: Option One Plans (Reduced Rate).			
Plan Area Name	Increment Value to Use	100% from Division of Tax	Special Levy Amount
	OR		
	OR		
	OR		
	OR		

Part 2: Option Three Plans (Standard Rate).			
Plan Area Name	Increment Value to Use	Amount from Division of Tax	Special Levy Amount
Airport Way	OR	\$2,540,000	\$3,520,449
Oregon Convention Center	OR	\$5,740,000	\$5,671,637
Downtown Waterfront	OR	\$7,710,000	\$3,550,367
South Park Blocks	OR	\$5,660,000	\$2,257,547

Part 3: Other Standard Rate Plans			
Plan Area Name	Increment Value to Use	100% from Division of Tax	Estimated Division of Tax
Lents Town Center	\$ OR	<input checked="" type="checkbox"/> Yes	\$10,620,070
Gateway Regional Center	\$ OR	<input checked="" type="checkbox"/> Yes	\$3,540,246
River District	\$1,545,008,494		\$33,086,511
North Macadam	\$ OR	<input checked="" type="checkbox"/> Yes	\$14,370,315
Interstate Corridor	\$ OR	<input checked="" type="checkbox"/> Yes	\$14,448,161

Part 4: Other Reduced Rate Plans			
Plan Area Name	Increment Value to Use*	100% from Division of Tax	Estimated Division of Tax
Central Eastside Industrial District	\$ OR	<input checked="" type="checkbox"/> Yes	\$6,163,464
Willamette Industrial Area	\$ OR	<input checked="" type="checkbox"/> Yes	\$900,915
	\$ OR		
	\$ OR		

Notice to Assessor of Permanent Increase in Frozen Value.	
Plan Area Name	New frozen value \$
Plan Area Name	New frozen value \$

Summary of Authorized Positions

TABLE 8

This table summarizes the number of regular permanent or limited term full-time and part-time positions authorized in each bureau or fund. Temporary part-time positions are not included. Historical position data is not available due to the conversion to the new EBS computer system.

	Actual FY 2007-08	Actual FY 2008-09	Revised FY 2009-10	Proposed FY 2010-11	Change
Bureau Positions					
Bureau of Development Services	0.00	0.00	306.68	172.37	-134.31
Bureau of Emergency Communications	0.00	0.00	144.00	144.00	0.00
Bureau of Environmental Services	0.00	0.00	538.94	527.37	8.13
Bureau of Fire & Police Disability & Retirement	0.00	0.00	16.03	16.10	0.07
Bureau of Planning and Sustainability	0.00	0.00	116.64	102.75	-9.89
Cable Communications and Franchise Management	0.00	0.00	8.80	8.80	-1.00
Commissioner of Public Affairs	0.00	0.00	17.50	16.80	-0.70
Commissioner of Public Safety	0.00	0.00	6.39	6.39	0.00
Commissioner of Public Utilities	0.00	0.00	10.00	9.00	-1.00
Commissioner of Public Works	0.00	0.00	8.00	8.80	0.80
Office of the City Attorney	0.00	0.00	57.40	57.90	0.50
Office of the City Auditor	0.00	0.00	48.50	48.00	0.50
Office of Government Relations	0.00	0.00	7.00	7.00	0.00
Office of Human Relations	0.00	0.00	4.00	4.00	0.00
Office of Management and Finance	0.00	0.00	670.72	669.83	0.74
Office of the Mayor	0.00	0.00	23.00	23.00	1.00
Office of Neighborhood Involvement	0.00	0.00	39.20	36.59	-2.55
Portland Bureau of Transportation	0.00	0.00	741.75	742.48	0.73
Portland Fire and Rescue	0.00	0.00	749.40	750.65	-5.75
Portland Housing Bureau	0.00	0.00	34.00	67.00	40.00
Portland Office of Emergency Management	0.00	0.00	15.42	15.39	-0.03
Portland Parks & Recreation	0.00	0.00	444.71	425.24	-19.47
Portland Police Bureau	0.00	0.00	1,253.13	1,235.66	41.53
Portland Water Bureau	0.00	0.00	644.91	645.00	-22.91
Total Bureau Positions	0.00	0.00	5,906.12	5,740.12	-166.00
TOTAL CITY	0.00	0.00	5,906.12	5,740.12	-166.00

General Fund Revenues and Expenses

TABLE 9

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

	Discretionary Budget		Total Budget	
	Revised FY 2009–10	Proposed FY 2010–11	Revised FY 2009–10	Proposed FY 2010–11
RESOURCES				
Property Taxes	186,129,048	191,959,956	186,129,048	191,959,956
Lodging Taxes	15,674,351	14,524,258	15,674,351	14,524,258
Business Licenses	56,230,090	57,831,084	56,230,090	57,831,084
Utility License Fees	70,335,235	70,276,029	70,335,235	70,276,029
Overhead, Service Reimbursements	0	0	47,412,501	45,178,054
Service Charges, Permits & Fees	0	0	21,628,434	22,733,668
Court Fines	2,851,614	2,562,265	4,659,614	4,683,034
State Shared Cigarette & Liquor	12,276,689	12,867,392	12,276,689	12,867,392
Interest Income	1,554,088	1,148,805	2,618,918	2,179,696
Cash Transfers	7,891,749	6,796,588	8,938,714	6,935,065
Contracts, Miscellaneous, Other	50,000	50,000	15,512,967	9,851,656
Beginning Fund Balance	48,268,516	11,607,626	48,268,516	11,607,626
TOTAL GENERAL FUND RESOURCES	\$ 401,261,380	\$ 369,624,003	\$ 489,685,077	\$ 450,627,518
EXPENSES				
Bureau of Planning & Sustainability	9,385,111	8,121,508	13,399,592	9,334,569
Bureau of Police	139,666,908	138,613,398	155,963,354	152,011,454
Commissioner of Public Affairs	3,144,871	883,653	3,825,689	2,296,286
Commissioner of Public Safety	302,973	318,943	736,470	750,716
Commissioner of Public Utilities	315,805	317,366	835,946	852,706
Commissioner of Public Works	318,993	340,105	832,729	900,148
Office of Cable Communications & Franchise Mgmt	2,045,917	1,787,771	2,211,460	1,807,771
Office of the City Attorney	1,892,565	1,604,135	8,481,801	8,781,062
Office of the City Auditor	4,149,662	4,022,552	8,802,246	9,037,735
Office of Government Relations	487,001	483,718	1,210,904	1,202,964
Office of Human Relations	711,438	589,509	711,438	589,509
Office of Management & Finance	16,821,740	14,517,202	37,205,544	36,971,590
Office of the Mayor	1,393,631	1,587,816	2,990,625	3,195,817
Office of Neighborhood Involvement	6,139,891	5,744,055	6,721,246	6,310,130
Portland Development Commission	0	3,697,126	0	3,697,126
Portland Fire & Rescue	88,746,600	87,416,578	94,011,192	92,979,426
Portland Housing Bureau	13,152,464	9,747,387	13,277,000	10,289,120
Portland Office of Emergency Management	652,907	670,170	1,645,003	1,677,672
Portland Parks & Recreation	40,683,827	40,342,746	57,902,544	57,838,479
Special Appropriations	20,179,970	11,119,922	20,608,309	11,263,477
Total Bureau Expenses	350,192,274	331,925,660	431,373,092	411,787,757
Total Bureau Expenses	350,192,274	331,925,660	431,373,092	411,787,757
Transfers to Other Funds	40,676,531	28,675,979	47,873,422	30,765,020
Overhead Recovery True-Up	(45,988)	947,623	0	0
Pension Bond Principal & Interest	6,638,060	5,485,124	6,638,060	5,485,124
Contingency - Operating & Reserve	3,800,503	2,589,617	3,800,503	2,589,617
TOTAL GENERAL FUND EXPENSES	\$ 401,261,380	\$ 369,624,003	\$ 489,685,077	\$ 450,627,518

Operating and Capital Budget by Service Area

TABLE 10

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

	Revised FY 2009–10			Proposed FY 2010–11		
	Operating Budget	Capital Improvements	Total Expenditures	Operating Budget	Capital Improvements	Total Expenditures
Public Safety						
BFRes Facilities GO Bond Construction	44,405	6,330,918	6,375,323	113,717	3,926,244	4,039,961
Bureau of Emergency Communications	17,156,491	5,853,194	23,009,685	17,192,067	4,380,696	21,572,763
Office of Emergency Management	15,967,199	0	15,967,199	10,305,359	0	10,305,359
Portland Fire and Rescue	94,022,765	1,726,280	95,749,045	92,176,813	901,184	93,077,997
Fire & Police Disability & Retirement	106,353,716	0	106,353,716	109,986,314	0	109,986,314
Portland Police Bureau	161,521,974	0	161,521,974	153,970,970	0	153,970,970
Police Special Revenue	1,101,246	0	1,101,246	918,272	0	918,272
Total Public Safety	396,167,796	13,910,392	410,078,188	384,663,512	9,208,124	393,871,636
Parks, Recreation, and Culture						
Golf	6,761,835	250,000	7,011,835	6,713,928	250,000	6,963,928
Portland Parks and Recreation	58,298,694	4,541,991	62,840,685	58,051,057	2,305,114	60,356,171
Parks Construction	4,183,435	27,362,488	31,545,923	718,145	20,694,146	21,412,291
Parks Endowment	13,987	0	13,987	20,512	0	20,512
Parks Local Option Levy	928,492	0	928,492	960,952	0	960,952
Parks Memorial Trust	1,806,002	0	1,806,002	1,734,100	0	1,734,100
Portland International Raceway	1,555,808	0	1,555,808	1,551,220	0	1,551,220
Special Appropriations	4,436,381	0	4,436,381	767,019	0	767,019
Spectator Facilities	5,102,519	0	5,102,519	11,795,756	0	11,795,756
Total Parks, Recreation, and Culture	83,087,153	32,154,479	115,241,632	82,312,689	23,249,260	105,561,949
Public Utilities						
Bureau of Environmental Services	96,287,459	286,639,998	382,927,457	97,702,818	221,982,390	319,685,208
Portland Water Bureau	71,139,864	77,677,179	148,817,043	75,523,637	72,678,000	148,201,637
Environmental Remediation	6,659,198	0	6,659,198	5,545,758	0	5,545,758
Hydroelectric Power Operating	858,727	0	858,727	680,007	0	680,007
Solid Waste Management	3,968,757	0	3,968,757	5,201,431	0	5,201,431
Total Public Utilities	178,914,005	364,317,177	543,231,182	184,653,651	294,660,390	479,314,041
Community Development						
Cable Comm and Franchise Mgmt	7,591,346	0	7,591,346	6,870,046	0	6,870,046
Children's Investment	15,366,129	0	15,366,129	16,233,771	0	16,233,771
Convention and Tourism	3,291,541	0	3,291,541	3,232,532	0	3,232,532
Development Services	36,793,517	0	36,793,517	29,438,465	0	29,438,465
HOME Grant	8,486,315	0	8,486,315	4,996,522	0	4,996,522
Bureau of Housing	26,486,075	0	26,486,075	13,848,020	0	13,848,020
Headwater Apartment Complex	0	0	0	487,658	0	487,658
Housing & Community Development	15,633,667	0	15,633,667	11,466,899	0	11,466,899
Housing Investment	15,109,734	0	15,109,734	10,368,860	0	10,368,860
Office of Human Relations	711,438	0	711,438	589,509	0	589,509
Local Improvement District Construction	1,474,678	0	1,474,678	1,508,940	0	1,508,940
Office of Neighborhood Involvement	6,771,246	0	6,771,246	6,310,130	0	6,310,130
Bureau of Planning and Sustainability	20,843,840	0	20,843,840	10,846,112	0	10,846,112
Portland Development Commission	395,832	0	395,832	3,697,126	0	3,697,126
Property Management License	4,268,400	0	4,268,400	4,370,400	0	4,370,400
South Park Block Redemption	652,443	0	652,443	0	0	0
Special Appropriations	7,809,984	0	7,809,984	279,692	0	279,692
Special Finance & Resource	144,935,887	0	144,935,887	117,973,120	0	117,973,120
Tax Increment Financing Reimburse	864,874	0	864,874	67,982,607	0	67,982,607

Operating and Capital Budget by Service Area

TABLE 10

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

	Revised FY 2009-10			Proposed FY 2010-11		
	Operating Budget	Capital Improvements	Total Expenditures	Operating Budget	Capital Improvements	Total Expenditures
Waterfront Renewal Bond Sinking	844,919	0	844,919	0	0	0
Total Community Development	318,331,865	0	318,331,865	310,500,409	0	310,500,409
Transportation and Parking						
Bureau of Transportation	111,805,173	157,057,859	268,863,032	108,695,778	127,824,162	236,519,940
Parking Facilities	10,459,454	0	10,459,454	6,229,406	0	6,229,406
Private for Hire Transportation Safety	69,595	0	69,595	30,000	0	30,000
Total Transportation and Parking	122,334,222	157,057,859	279,392,081	114,955,184	127,824,162	242,779,346
Legislative, Administrative & Support Services						
Assessment Collection	411	0	411	1,321	0	1,321
Campaign Finance	808,247	0	808,247	393,353	0	393,353
Office of the City Attorney	8,481,801	0	8,481,801	8,781,062	0	8,781,062
Office of the City Auditor	8,802,246	0	8,802,246	9,037,735	0	9,037,735
CityFleet	22,695,966	7,691,039	30,387,005	19,699,861	7,248,909	26,948,770
Enterprise Business Solution Services	10,882,929	0	10,882,929	7,713,178	0	7,713,178
Facilities Services	35,210,561	7,429,050	42,639,611	22,842,726	5,754,861	28,597,587
Government Relations	1,210,904	0	1,210,904	1,202,964	0	1,202,964
Health Insurance Operating	43,851,066	0	43,851,066	43,882,407	0	43,882,407
Insurance and Claims	11,962,264	250,000	12,212,264	9,387,339	250,000	9,637,339
Management & Finance - Gen Fund	36,982,090	223,454	37,205,544	35,910,393	1,061,197	36,971,590
Management & Finance - Grants	2,136,534	1,021,858	3,158,392	1,175,907	500,000	1,675,907
Mayor and Commissioners' Offices	9,376,959	0	9,376,959	7,995,673	0	7,995,673
Printing & Distribution	7,635,874	0	7,635,874	6,818,154	0	6,818,154
Special Appropriations	8,361,944	0	8,361,944	10,216,766	0	10,216,766
Technology Services	45,402,616	10,630,403	56,033,019	43,773,551	1,599,679	45,373,230
Workers' Compensation	4,837,982	250,000	5,087,982	4,270,826	250,000	4,520,826
Total Legislative, Administrative & Support Services	258,640,394	27,495,804	286,136,198	233,103,216	16,664,646	249,767,862
TOTAL EXPENDITURES	\$1,357,475,435	\$ 594,935,711	\$1,952,411,146	\$1,310,188,661	\$ 471,606,582	\$1,781,795,243
FUND REQUIREMENTS						
Contingency			510,345,890			384,369,461
Debt Retirement			417,907,249			412,849,740
Ending Fund Balance			142,482,316			171,992,900
General Fund Overhead Transfers			24,612,465			21,634,837
Other Cash Transfers			670,827,315			641,137,743
TOTAL CITY BUDGET	\$	\$	\$3,718,586,381	\$	\$	\$3,413,779,924
TOTAL NET CITY BUDGET	\$	\$	\$2,835,136,621	\$	\$	\$2,570,004,398

This table summarizes Capital Improvement Plan project costs by bureaus within each service area.

Service Area Bureau	Revised		Proposed	Capital Plan				
	Prior Years	FY 2009–10	FY 2010–11	FY 2011–12	FY 2012–13	FY 2013–14	FY 2014–15	5–Year Total
Legislative, Administrative, and Support								
Office of Management and Finance	10,015,368	35,684,161	21,631,414	43,838,392	31,339,811	20,959,260	16,248,767	134,017,644
Total Legislative, Administrative, and	10,015,368	35,684,161	25,548,947	46,263,533	31,339,811	20,959,260	16,248,767	140,360,318
Parks, Recreation, and Culture								
Parks	8,574,445	22,243,847	23,249,260	69,459,281	98,019,014	98,770,992	57,365,810	346,864,357
Total Parks, Recreation, and Culture	8,574,445	22,243,847	23,249,260	69,459,281	98,019,014	98,770,992	57,365,810	346,864,357
Public Safety								
Fire	3,399,032	1,726,280	901,184	1,831,410	1,886,353	1,942,943	2,001,232	8,563,122
Total Public Safety	3,399,032	1,726,280	901,184	1,831,410	1,886,353	1,942,943	2,001,232	8,563,122
Public Utilities								
Environmental Services	398,005,842	239,388,497	221,982,390	92,215,000	86,863,000	99,204,000	102,699,000	602,963,390
Water	120,134,822	61,582,000	72,476,000	124,505,000	173,125,000	109,275,000	96,475,000	575,856,000
Total Public Utilities	518,140,664	300,970,497	294,458,390	216,720,000	259,988,000	208,479,000	199,174,000	1,178,819,390
Transportation and Parking								
Transportation	15,220,130	119,653,887	129,621,187	95,318,542	15,194,785	6,633,785	6,498,785	253,267,084
Total Transportation and Parking	15,220,130	119,653,887	129,621,187	95,318,542	15,194,785	6,633,785	6,498,785	253,267,084
Total City Capital Plan	\$555,349,639	\$480,278,672	\$469,861,435	\$427,167,625	\$406,427,963	\$336,785,980	\$281,288,594	\$1,921,531,597

Table 12

CAPITAL BUDGET

This table summarizes capital costs by geographic area within each Service Area.

Service Area Geographic Area	Revised		Proposed	Capital Plan				5-Year Total
	Prior Years	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	
Legislative, Administrative, and Support								
Central City	5,765,082	197,952	1,000,000	0	0	0	0	1,000,000
Citywide	3,614,053	30,738,047	15,711,570	35,382,245	31,339,811	20,959,260	16,248,767	119,641,653
East	0	4,000,000	423,000	7,872,238	0	0	0	8,295,238
Northeast	0	342,600	570,600	0	0	0	0	570,600
Southeast	424,763	241,440	2,507,948	246,653	0	0	0	2,754,601
Southwest	211,470	164,122	1,418,296	337,256	0	0	0	1,755,552
Total Legislative, Administrative, and	10,015,368	35,684,161	21,631,414	43,838,392	31,339,811	20,959,260	16,248,767	134,017,644
Parks, Recreation, and Culture								
Central City	0	0	20,000	1,452,000	10,552,000	1,980,000	675,548	14,679,548
Citywide	6,638,132	10,623,661	12,335,646	19,422,281	22,470,014	22,491,992	12,727,262	89,447,195
East	0	0	0	3,946,000	4,247,000	6,108,000	0	14,301,000
North	377,459	2,805,839	3,686,614	12,623,000	17,420,000	8,200,000	2,200,000	44,129,614
Northeast	176,534	1,914,620	1,720,000	7,363,000	10,825,000	11,259,000	8,869,000	40,036,000
Northwest	165,900	2,450,000	2,000,000	6,367,000	7,579,000	9,552,000	6,875,000	32,373,000
Southeast	1,112,324	2,889,727	2,437,000	5,426,000	20,904,000	39,180,000	19,113,000	87,060,000
Southwest	104,096	1,560,000	1,050,000	12,860,000	4,022,000	0	6,906,000	24,838,000
Total Parks, Recreation, and Culture	8,574,445	22,243,847	23,249,260	69,459,281	98,019,014	98,770,992	57,365,810	346,864,357
Public Safety								
Citywide	3,399,032	1,726,280	901,184	1,831,410	1,886,353	1,942,943	2,001,232	8,563,122
Total Public Safety	3,399,032	1,726,280	901,184	1,831,410	1,886,353	1,942,943	2,001,232	8,563,122
Public Utilities								
Central City	6,125,913	3,752,000	4,812,000	12,112,000	13,248,000	12,750,000	25,150,000	68,072,000
Citywide	149,171,719	47,403,000	46,130,000	43,750,000	46,415,000	50,146,000	47,370,000	233,811,000
East	291,709,971	69,549,000	79,133,000	56,426,000	84,768,000	60,306,000	51,468,000	332,101,000
North	6,978,838	56,866,000	55,641,000	21,348,000	15,662,000	27,644,000	28,476,000	148,771,000
Northeast	2,470,119	10,264,000	12,118,000	2,831,000	1,736,000	1,402,000	835,000	18,922,000
Northwest	4,574,742	36,957,000	20,200,000	4,154,000	9,665,000	9,510,000	10,423,000	53,952,000
Southeast	21,562,760	23,326,497	24,549,390	19,211,000	12,253,000	15,520,000	15,943,000	87,476,390
Southwest	1,875,037	20,395,000	25,275,000	12,738,000	19,891,000	9,051,000	6,459,000	73,414,000
Undetermined	33,671,565	32,458,000	26,600,000	44,150,000	56,350,000	22,150,000	13,050,000	162,300,000
Total Public Utilities	518,140,664	300,970,497	294,458,390	216,720,000	259,988,000	208,479,000	199,174,000	1,178,819,390
Transportation and Parking								
Citywide	5,625,532	46,385,571	78,938,435	63,544,061	8,429,785	6,508,785	6,373,785	163,794,851
North	2,142,133	20,079,163	16,346,819	1,212,004	125,000	125,000	125,000	17,933,823
Northeast	2,282,703	31,218,770	14,904,134	0	0	0	0	14,904,134
Northeast/Southeast	0	1,872,461	382,567	1,100,000	0	0	0	1,482,567
Northwest	1,438,059	4,856,128	1,397,649	0	0	0	0	1,397,649
Southeast	958,052	2,379,113	4,577,953	9,822,630	1,000,000	0	0	15,400,583
Southwest	2,773,651	12,862,681	13,073,630	19,639,847	5,640,000	0	0	38,353,477
Total Transportation and Parking	15,220,130	119,653,887	129,621,187	95,318,542	15,194,785	6,633,785	6,498,785	253,267,084
Total City Capital Plan	\$555,349,639	\$480,278,672	\$469,861,435	\$427,167,625	\$406,427,963	\$336,785,980	\$281,288,594	\$1,921,531,597

Historical Funds and Appropriations

TABLE 13

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

	Actual FY 2007-08	Actual FY 2008-09	Revised FY 2009-10	Proposed FY 2010-11
HISTORICAL FUNDS				
Sewer System Revolving Loan Fund	576,106	0	0	0
Sewer System Safety Net Fund	1,185,436	0	0	0
Public Safety Fund	1,693,144	434,657	0	0
Business License Surcharge	6,432,654	3,785,500	1,803,251	0
Parking Facilities Debt Redemption Fund	3,075,665	3,084,430	3,071,375	0
Portland Police Association Health Insurance Fund	11,215,685	4,590,116	2,025,991	0
Water Growth Impact Charge Trust Fund	1,856,842	1,912,527	1,912,526	0
Total Historical Funds	26,035,532	13,807,230	8,813,143	0
HISTORICAL SPECIAL APPROPRIATIONS				
General Fund				
Bureau Innovation Project	112,220	0	0	0
City Charter Review	238,845	0	0	0
COPPEA Professional Development Fund	277,963	0	0	0
Countywide Public Safety	150,000	0	0	0
Artquake Loan	250,000	0	0	0
Ball School	1,400,000	0	0	0
CIP O&M Set-Aside	105,600	0	0	0
Lone Fir Cemetery	150,000	0	0	0
Mental Health/Public Safety Panel	15,000	0	0	0
Street Access for Everyone	406,100	0	0	0
Vintage Trolley	250,000	0	0	0
Wilson-Cleveland Track & Field	300,000	0	0	0
Independent Audit of Independent Police Review	60,000	60,000	0	0
Portland Area Schools	10,000,000	60,000	0	0
Family Justice Center	113,750	113,750	0	0
Human Relations Project	0	240,000	0	0
Miracles Club	0	450,000	0	0
PDC Farmers Market	0	100,000	0	0
1st Thursday Art	0	3,000	0	0
Bicycle Truck Safety	0	200,000	0	0
Blandena St. Transitional Housing	0	100,000	0	0
Consultant for Contractors' Health Insurance	0	69,000	0	0
North by Northwest Health Center	0	35,000	0	0
Oregon Museum of Science & Industry	0	200,000	0	0
Outside Inn - Virginia Woof	0	50,000	0	0
Self Enhancement Inc.	0	200,000	0	0
Steel Bridge SkatePark Study	0	50,000	0	0
Sweatfree Consortium	0	20,000	0	0
Veterans Reintegration Projects	0	3,000	0	0
Wordstock	0	100,000	0	0
Diverse Empowered Employees of Portland (DEEP)	43,500	43,500	27,500	0
Racial Profiling	30,000	15,000	3,600	0
Project 57/VSAT	1,800,000	1,420,000	456,250	0
Transitional Funds for Newly Elected Officials	0	0	19,300	0
Black parent Initiative	0	0	50,000	0
High Efficiency Homes	0	0	50,000	0
Foreclosure Credit Counseling	0	0	80,000	0
ETAP Minority Apprenticeship	0	0	45,000	0
Black Citizens Coalition	0	0	25,000	0

Historical Funds and Appropriations

TABLE 13

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

	Actual FY 2007-08	Actual FY 2008-09	Revised FY 2009-10	Proposed FY 2010-11
Police Activities League	0	0	50,000	0
Alternatives to Prostitution	0	0	250,000	0
Portland Center for the Performing Arts	0	0	225,000	0
Camp Namanu/Camp Fire USA	0	0	88,434	0
Marysville Neighborhood Parks Project	0	0	366,238	0
NAYA Parks Equity Project	0	0	120,000	0
Portland International Raceway (PIR) Noise Study	0	0	11,000	0
24-Hour Restrooms	0	0	250,000	0
RACC: Art partners	0	0	200,000	0
Total Historical Special Appropriations	15,702,978	3,532,250	2,317,322	0
TOTAL HISTORICAL FUNDS AND APPROPRIATIONS	\$ 41,738,510	\$ 17,339,480	\$ 11,130,465	\$ 0

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Bureau of Emergency Communications

Public Safety Service Area

Amanda Fritz, Commissioner-in-Charge

Lisa Turley, Director

Bureau Summary

BUREAU MISSION

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

BUREAU OVERVIEW

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

The FY 2010-11 Proposed Budget for BOEC totals \$19.0 million for the operating budget and supports 144 permanent positions. Of these positions, 114 are emergency communications call-takers and dispatchers or trainees. The budget is primarily supported by resources from the City of Portland and other regional user jurisdictions, as well as State of Oregon 9-1-1 tax revenues. The total fund budget is \$25.2 million and includes \$1.7 million in contingency and \$4.5 million in funding for the new computer-aided dispatch (CAD) system.

STRATEGIC DIRECTION

CAD Replacement

In 2006, BOEC and its partner agencies initiated a project to replace the CAD system. The current system was installed in 1994 and is 15 years old. The average life span for a CAD system is 10 to 15 years. A recent consultant study recommended the purchase of a commercial off-the-shelf system, and BOEC is pursuing this option. Activities in FY 2007-08 were focused on defining the system requirements, developing a vendor RFP document, and performing a vendor selection process. In FY 2008-09, activities were focused on evaluation of proposals and selection of a vendor. In FY 2009-10, activities will be focused on staff training on the new system. System implementation is planned during FY 2010-11.

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

FY 2010-11 Service Improvement Plan

Quality Awareness Focus

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

Focus on Effective and Responsive Operational Supervision

Maintaining an adequate span of control is critical in a 9-1-1 center. According to the National Incident Management System (U.S. Department of Homeland Security) the most manageable span of control ratio is from 3-7 subordinates to 1 supervisor. BOEC recognizes that the most critical components in this effort are its first-line Emergency Communications Supervisor staff. BOEC conducts timely and thorough supervisor evaluations, which clearly define expectations and measures for achieving results, and transition those results directly into the improved performance of line call takers and dispatchers. By encouraging and requiring employee self responsibility, BOEC believes that we are able to provide a high level of excellent services to the community and to our partner agencies.

Staffing Issues

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

Beginning in FY 2005-06, BOEC increased the number of trainee academies each fiscal year from two to three in an attempt to increase the number of trainees hired and eventually certified as operators. Since then, BOEC has added more position classifications in order to create a career ladder for operators. The goal is to allow individuals the opportunity to occupy the position best suited to his or her knowledge, skills, and abilities without having to leave the organization because they cannot master all of the skills necessary to become a full-service dispatcher within a specified time frame. Additionally, BOEC has created an opportunity for trained dispatchers from other agencies to enter the organization without having to start at the very beginning of BOEC's training process. It is hoped that these steps, as well as many other changes, will reduce turnover and improve recruiting success.

SUMMARY OF BUDGET DECISIONS

Operations

The FY 2010-11 Proposed Budget includes funding for operation of the 9-1-1 center at a level similar to FY 2009-10.

General Fund - COLA Return

City bureaus have been requested to return funding to the General Fund equal to that set up in the FY 2009-10 budget for COLA adjustments. For BOEC that amount is \$546,782. This funding transfer has been established as a decision package in the FY 2010-11 budget, sourcing the transfer from BOEC contingency. This impacts the BOEC fund balance, and does not impact the operating budget for FY 2010-11.

City Bureau Adjustments

City bureaus were requested to submit reduction packages, and the Mayor's Proposed Budget for FY 2010-11 includes the recommendation to accept the reduction of \$334,068 in overtime salary costs for BOEC; \$167,033 in one-time costs and \$167,035 in ongoing costs.

This reduction has been partially offset by savings to BOEC in the Proposed Budget's recommended reductions in City interagency agreements with other City bureaus. BOEC's savings is \$151,546.

Bureau of Emergency Communications

SUMMARY OF BUREAU BUDGET

	Actual FY 2007-08	Actual FY 2008-09	Revised FY 2009-10	Requested FY 2010-11	Proposed FY 2010-11
RESOURCES					
External Revenues					
Charges for Services	189,085	215,453	200,000	200,000	200,000
Intergovernmental	6,968,301	6,358,170	6,656,320	6,523,800	6,523,800
Miscellaneous	96,857	71,261	60,000	50,000	50,000
Total External Revenues	7,254,243	6,644,884	6,916,320	6,773,800	6,773,800
Internal Revenues					
Fund Transfers - Revenue	10,588,698	10,489,611	11,038,910	10,867,373	10,320,591
Interagency Revenue	0	0	0	230,511	230,511
Total Internal Revenues	10,588,698	10,489,611	11,038,910	11,097,884	10,551,102
Beginning Fund Balance	2,777,363	3,630,361	1,675,848	1,658,142	1,658,142
TOTAL RESOURCES	\$ 20,620,304	\$ 20,764,856	\$ 19,631,078	\$ 19,529,826	\$ 18,983,044

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.

EXPENDITURES					
Bureau Requirements					
Personal Services	11,795,763	12,437,862	13,098,541	13,947,609	14,097,970
External Materials & Services	288,346	389,626	689,196	559,753	559,753
Internal Materials & Services	4,171,275	3,212,811	3,368,754	2,684,705	2,534,344
Total Bureau Requirements	16,255,384	16,040,299	17,156,491	17,192,067	17,192,067
Fund Requirements					
Contingency	0	0	1,585,695	1,708,142	1,161,360
Fund Transfers - Expense	734,559	2,416,762	720,995	490,881	490,881
Bond Expenses	0	0	167,897	138,736	138,736
Unappropriated Fund Balance	3,630,361	2,307,795	0	0	0
Total Fund Requirements	4,364,920	4,724,557	2,474,587	2,337,759	1,790,977
TOTAL EXPENDITURES	\$ 20,620,304	\$ 20,764,856	\$ 19,631,078	\$ 19,529,826	\$ 18,983,044

PROGRAMS					
9-1-1 Operations			17,156,491	17,192,067	17,192,067
TOTAL PROGRAMS	\$	\$	\$ 17,156,491	\$ 17,192,067	\$ 17,192,067

Note: Historical program information is not available due to the level at which budget figures were converted to the new EBS cost structure.

Bureau of Emergency Communications

FTE SUMMARY

Class	Title	Salary Range		Revised FY 2009-10		Requested FY 2010-11		Proposed FY 2010-11	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000434	Administrative Assistant	44,533	68,619	1.00	68,616	1.00	68,616	1.00	68,616
30000433	Administrative Specialist, Sr	41,475	63,856	1.00	54,828	1.00	56,885	1.00	56,885
30000441	Business Operations Manager	74,214	98,862	1.00	94,896	1.00	98,784	1.00	98,784
30000449	Business Systems Analyst, Sr	62,629	83,637	1.00	82,040	1.00	83,640	1.00	83,640
30000034	Emerg Commun Dispatcher, Sr	50,566	65,781	108.00	6,123,740	108.00	6,278,722	108.00	6,278,722
30000032	Emerg Commun Dispatcher, Trainee	39,461	43,373	6.00	236,736	6.00	236,736	6.00	236,736
30000786	Emerg Commun Operations Mgr	85,800	116,293	1.00	113,796	1.00	116,084	1.00	116,084
30000787	Emerg Commun Operations Mgr,	68,994	92,726	2.00	185,448	2.00	185,448	2.00	185,448
30000789	Emerg Commun Program Coord	62,629	83,637	2.00	167,256	2.00	167,277	2.00	167,277
30000785	Emerg Commun Supervisor	62,629	83,637	11.00	917,716	11.00	919,494	11.00	919,494
30000835	Emerg Commun Support Specialist	31,138	43,430	2.00	78,536	2.00	82,348	2.00	82,348
30000788	Emerg Commun Training Officer	62,629	83,637	1.00	79,260	1.00	81,428	1.00	81,428
30000429	Emergency Communications Director	101,421	145,205	1.00	145,200	1.00	145,200	1.00	145,200
30000568	Financial Analyst, Sr	62,629	83,637	1.00	83,640	1.00	83,640	1.00	83,640
30000451	Management Analyst	56,763	75,670	1.00	75,672	1.00	75,672	1.00	75,672
30000452	Management Analyst, Sr	62,629	83,637	1.00	82,888	1.00	83,640	1.00	83,640
30000012	Office Support Specialist II	31,138	43,430	1.00	41,156	1.00	43,428	1.00	43,428
30000013	Office Support Specialist III	39,832	51,272	2.00	102,552	2.00	102,552	2.00	102,552
TOTAL FULL-TIME POSITIONS				144.00	\$ 8,733,976	144.00	\$ 8,909,594	144.00	\$ 8,909,594

Bureau of Emergency Communications

BUDGET DECISIONS

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

ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY 2010-11	11,135,596	6,937,321	18,072,917	144.00	FY 2010-11 Current Appropriation Level
CAL Adjustments	0	0	0	0.00	None
Mayor's Proposed Budget Decisions	(167,035)	(167,033)	(334,068)	0.00	Reductions: 2.4% Discretionary, 1% Other
	0	(546,782)	(546,782)	0.00	COLA Reduction from FY 09-10
	(167,035)	(713,815)	(880,850)	0.00	Total FY 2010-11 Decision Packages
			\$ 17,192,067	144.00	Total Proposed Budget

Bureau of Fire & Police Disability & Retirement

Public Safety Service Area

Dan Saltzman, Commissioner-in-Charge

Linda Jefferson, Director

Bureau Summary

BUREAU MISSION

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

BUREAU OVERVIEW

FPDR consists of four programs: Administration & Support, Disability and Death Benefits, and two retirement programs: Retirement System Payments and Oregon PERS Contributions.

Retirement Programs Overall estimated expenditures for the retirement programs total \$97.9 million, an increase of \$5.0 million or 5.4% over the FY 2009-10 Revised Budget.

Retirement System Payments

Retirement System Payments governs the direct costs of pension benefits or refunds of contributions to members hired before January 1, 2007 and their beneficiaries. The FY 2010-11 program budget consists of \$93.9 million: \$93.8 million to be paid directly to members and their beneficiaries and \$0.1 million in program delivery expense. It is estimated that there will be 1,948 pension recipients by the end of FY 2010-11.

Oregon Public Employees Retirement System (PERS) Contributions

Oregon PERS Contributions manages the reimbursements to the Fire and Police Bureaus for the contributions to the State of Oregon PERS for the firefighters and police officers hired after 2006. The expenditures of \$4.0 million, an increase of \$1.5 million or 57%, are reimbursements to the Police and Fire Bureaus for contributions they make to PERS.

Disability and Death Benefits

Disability and Death Benefits administers all direct benefit costs for disability (lost time from work), medical claims, vocational rehabilitation and death benefits. Estimated expenditures total \$10.2 million, a decrease of \$1.2 million or 10.8% from the FY 2009-10 Revised Budget. The program budget includes \$0.8 million in program delivery expense.

Administration and Support

Administration and Support includes all the other costs of operating the bureau. Expenditures in the Administration and Support program total \$1.9 million, down from \$2.0 million in FY 2009-10. The Administration and Support budget represents 1.8% of total bureau requirements. Including the delivery costs allocated to the retirement and disability programs, the percentage is 2.5%. The combined administration and delivery cost of \$2.8 million is 3.8% less than the FY 2009-10 budget. The \$150,000 for a database replacement or enhancement that was requested for FY 2009-10 is again budgeted in contingency due to a delay in the project.

STRATEGIC DIRECTION

Service Improvement Plan

Staff will continue to develop and implement enhancements to the FPDR program areas. The emphasis will continue to be improved customer service, efficiency of service delivery, professional program administration, and fiscal responsibility. Significant progress has been made with respect to the disability audit recommendations, and the pension audit recommendations will be implemented in FY 2009-10 and FY 2010-11.

The FPDR Community Conversations, held in September 2009, were an opportunity for members and staff to develop a shared vision of the relationships between members and staff and to discuss what they can do together to create the envisioned relationships. The conversations have led to a series of actions items that also will be completed in FY 2009-10 and FY 2010-11. For example, the FPDR member survey will be conducted in 2010 after a gap of six years, various communication pieces will be developed about accessing FPDR benefits, more retirement workshops will be scheduled, and the FPDR website will be enhanced as part of the Portland Online Refresh.

SUMMARY OF BUDGET DECISIONS

FPDR's only decision package increases contingency from 5% in FY 2009-10 to 7% for FY 2010-11, an increase of \$2.2 million. FPDR annually reviews the risks to the forecast in determining the contingency level; risks for FY 2010-11 include legal challenges, uncertainty regarding the new collective bargaining agreements for members, and the new firefighter cancer presumption legislation.

Bureau of Fire & Police Disability & Retirement

SUMMARY OF BUREAU BUDGET

	Actual FY 2007-08	Actual FY 2008-09	Revised FY 2009-10	Requested FY 2010-11	Proposed FY 2010-11
RESOURCES					
External Revenues					
Taxes	89,723,873	103,085,259	105,990,690	109,332,120	109,330,290
Charges for Services	0	4	0	0	0
Bond & Note	23,637,685	29,470,420	36,655,000	32,450,000	32,450,000
Miscellaneous	1,674,010	1,437,778	555,000	475,000	475,000
Total External Revenues	115,035,568	133,993,461	143,200,690	142,257,120	142,255,290
Internal Revenues					
Fund Transfers - Revenue	0	750,000	752,068	750,000	750,000
Interagency Revenue	7,200	7,200	7,200	7,200	7,200
Total Internal Revenues	7,200	757,200	759,268	757,200	757,200
Beginning Fund Balance	6,382,690	1,454,171	6,096,449	8,793,144	8,793,144
TOTAL RESOURCES	\$ 121,425,458	\$ 136,204,832	\$ 150,056,407	\$ 151,807,464	\$ 151,805,634
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.					
EXPENDITURES					
Bureau Requirements					
Personal Services	1,276,841	1,425,877	1,463,322	1,584,867	1,584,867
External Materials & Services	91,693,299	94,526,620	100,933,238	103,174,918	103,174,918
Internal Materials & Services	2,341,977	3,029,481	3,948,996	5,219,499	5,217,669
Total Bureau Requirements	95,312,117	98,981,978	106,345,556	109,979,284	109,977,454
Fund Requirements					
Contingency	0	0	6,246,764	8,599,222	8,599,222
Fund Transfers - Expense	163,472	888,024	292,549	384,734	384,734
Bond Expenses	24,507,026	29,931,945	37,171,538	32,844,224	32,844,224
Unappropriated Fund Balance	1,442,843	6,402,885	0	0	0
Total Fund Requirements	26,113,341	37,222,854	43,710,851	41,828,180	41,828,180
TOTAL EXPENDITURES	\$ 121,425,458	\$ 136,204,832	\$ 150,056,407	\$ 151,807,464	\$ 151,805,634
PROGRAMS					
Administration & Support			2,037,037	1,946,291	1,944,461
Disability & Death Benefits			11,394,960	10,155,226	10,155,226
Oregon PERS Contributions			2,551,856	4,011,953	4,011,953
Retirement System Payments			90,361,703	93,865,814	93,865,814
TOTAL PROGRAMS	\$	\$	\$ 106,345,556	\$ 109,979,284	\$ 109,977,454
Note: Historical program information is not available due to the level at which budget figures were converted to the new EBS cost structure.					

Bureau of Fire & Police Disability & Retirement

FTE SUMMARY

Class	Title	Salary Range		Revised FY 2009-10		Requested FY 2010-11		Proposed FY 2010-11	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000063	Accountant II	49,171	60,070	1.00	58,712	1.00	60,072	1.00	60,072
30000436	Administrative Supervisor I	54,080	72,051	1.00	57,456	1.00	59,808	1.00	59,808
30000441	Business Operations Manager	74,214	98,862	1.00	93,751	1.00	97,394	1.00	97,394
30000568	Financial Analyst, Sr	62,629	83,637	0.60	51,039	0.60	53,131	0.60	53,131
30000412	FPDR Director	92,186	128,752	1.00	128,748	1.00	128,748	1.00	128,748
30000582	FPDR Operations Manager	74,214	98,862	1.00	93,084	1.00	96,264	1.00	96,264
30000452	Management Analyst, Sr	62,629	83,637	1.00	83,628	1.00	83,637	1.00	83,637
30000450	Management Assistant	44,533	68,619	1.00	47,146	1.00	49,077	1.00	49,077
30000011	Office Support Specialist I	28,350	39,354	1.00	39,360	0.00	0	0.00	0
30000012	Office Support Specialist II	31,138	43,430	1.00	38,260	2.00	84,584	2.00	84,584
30000464	Program Coordinator	59,634	79,518	0.50	39,768	0.50	39,768	0.50	39,768
30000479	Workers Comp/Disability Analyst	54,080	72,051	2.00	94,059	2.00	95,830	2.00	95,830
30000480	Workers Comp/Disability Analyst, Sr	59,634	79,518	3.00	201,354	3.00	208,905	3.00	208,905
TOTAL FULL-TIME POSITIONS				15.10	\$ 1,026,365	15.10	\$ 1,057,218	15.10	\$ 1,057,218
30000592	Legal Assistant, Sr	54,080	72,051	0.93	49,960	1.00	72,072	1.00	72,072
TOTAL PART-TIME POSITIONS				0.93	\$ 49,960	1.00	\$ 72,072	1.00	\$ 72,072

Bureau of Fire & Police Disability & Retirement

BUDGET DECISIONS

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

ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY 2010-11	109,977,454	0	109,977,454	16.10	FY 2010-11 Current Appropriation Level
CAL Adjustments	0	0	0	0.00	None
Mayor's Proposed Budget Decisions	0	0	0	0.00	None
	0	0	0	0.00	Total FY 2010-11 Decision Packages
			\$ 109,977,454	16.10	Total Proposed Budget

Portland Police Bureau

Public Safety Service Area

Mayor Sam Adams, Commissioner-in-Charge

Mike Reese, Chief of Police

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 OVERVIEW

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

Chief's Office

The Chief's Office includes the Chief's staff, the Criminal Intelligence Unit, the Strategic Services Division, the Public Information Office, and the Office of Accountability and Professional Standards.

Operations Branch

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

Investigations Branch

The Investigations Branch includes the following divisions: Detectives, Drugs and Vice, Family Services, Forensic Evidence, Property Evidence, Sunshine, and Tactical Operations. The branch also includes the Regional Organized Crime Narcotics Task Force. The primary responsibility of the Investigations Branch is to investigate and solve criminal cases.

Services Branch

The Services Branch includes the following divisions: Fiscal Services, Information Technology, Personnel, Training, and Records. This branch provides business operations support to the two other branches and the Chief's Office.

The Police Bureau's FY 2010-11 Proposed Budget is \$154.9 million, which includes \$138.6 million from the General Fund, \$2.0 million in grant revenues, and \$13.4 million in fee, contract, and interagency revenue. The bureau will have 1,235 positions in FY 2010-11.

STRATEGIC DIRECTION

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

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

These goals connect with a wide range of issues, such as the adequacy of staffing, employee diversity, accountability to the community, the commitment of partner agencies, the quality of training and supervision, the availability of technology, and the ability to secure resources to support the bureau's efforts.

Officer Hiring

A higher-than-average number of sworn retirements is expected over the next five years. Other law enforcement organizations in Oregon and Washington are also experiencing record numbers of retirements.

The Portland Police Bureau expects as many as 100 sworn members to retire in July 2011. Eligible members will have a strong financial incentive due to the method used to calculate ending pay on which the City's Fire and Police pension annuity is based. A one-year look-back of a sworn member's pay in July 2011 will include 27 rather than the usual 26 paychecks, which increase the retiree's monthly benefit. The bureau is in the process of surveying sworn members that will be eligible to retire to determine how many intend to actually retire at this time.

The Portland Police Bureau faces an environment of intense competition for the limited number of qualified candidates to replace retiring officers. In response to this challenge, the Police Personnel Division has streamlined the officer application and hiring process and increased the number of background investigators, decreased the average length of the process from 6 -12 months down to 4-6 months.

Leave of Service Vacancies

Since FY 2005-06, City Council has set aside \$1.8 million of the Police Bureau's budget has been set aside in General Fund contingency each year. This figure represented the estimated salary savings derived at that time from sworn employees on leave of service (LOS) status, primarily because of disabilities. The FY 2009-10 Budget eliminated the set-aside entirely for 2009-10, although the funds will be restored beginning in FY 2010-11. The bureau has decreased the number of employees on LOS and has made substantial progress to hire to the full number of authorized positions. As this occurs, the Police Bureau will need to request transfer of compensation set-aside funds to the bureau's budget to cover any shortfall.

Technology

Portland Police Data System

The Police Bureau's information technology infrastructure has been in urgent need of modernization for many years. The highest priority need being the replacement of the Portland Police Data System (PPDS).

PPDS is the primary law enforcement records management system in the Portland metropolitan region. PPDS is operated by the City of Portland, but many other jurisdictions and organizations subscribe to the system through user fees. PPDS is an aging mainframe application written in an obsolete programming language. In FY 2007-08, a private consultant assessed PPDS and recommended complete system replacement over reprogramming. The Police Bureau and the Bureau of Technology Services are now in the

midst of an external contracting process to replace PPDS. The PPDS replacement system is now known as the Regional Justice Information Network (RegJIN). Design and implementation of PPDS replacement is managed and funded through the Public Safety Systems Revitalization Project (PSSRP), an umbrella project to replace several critical public safety information technology systems. PSSRP is directed by a steering committee that includes the City's public safety bureau directors and the Chief Administrative Officer.

Redeployment and Civilianization

A variety of organizational changes have recently been completed or are currently in progress. The aim of these efforts is to capture efficiencies and to direct sworn staff to frontline service delivery. Sworn positions have been redeployed to the precincts from an array of specialty units, and several management positions have been converted from sworn to civilian status. In addition, new civilian positions for internal affairs and background investigations have been added, allowing the sworn personnel who had been performing these functions to be deployed to the precincts.

The FY 2009-10 Adopted Budget included a precinct restructuring plan to consolidate the five precincts into three: East, North, and Central. In 1994, the Police Bureau increased the number of precincts from three to five with no additional personnel. Since that time the bureau has struggled with a precinct structure that its staffing levels cannot support.

On April 29, 2009 Council passed Resolution 36702, which authorized the Police Bureau to move forward with precinct restructuring. The consolidation was completed in June, 2009. Condensing the precincts has allowed the Police Bureau to cut budgeted management and support positions, while increasing the number of officers assigned to patrol. The precinct restructure provided \$2.1 million in ongoing cost savings and cut 24 positions: 12 management-level sworn positions and 12 nonsworn support positions.

Service Improvement Plan

In FY 2010-11 the Police Bureau will focus on introducing new technology to increase communication both internally among Bureau members and between police and residents to improve the efficiency and response to crimes. We have begun testing and implementation of two projects, E-box and Project 162, to meet this goal in East Precinct (our largest) and will use this experience to expand these programs City-wide as appropriate.

E-box is a web 2.0 communications platform in a testing phase in two districts in East Precinct. The communications platform is accessed through the web by officers in their cars on the car Mobile Data Computers. The system enables officers to share not only normal roll call information, but also have web based dialogues on a "conversation" level. The system enables officers from different shifts, regardless of days off, to access these conversations. These conversations are on a level not important enough to land in a police report but are rich with good community policing information. Once all of this information is in the computer system, it is saved and accessed at anytime much like people search the web through a Google search. The system connects police officers among themselves as well as connecting police officers with the citizens in the community. It is all searchable. The plan is to roll it out, still in testing phase, to all of East Precinct within two to three months.

A second new project is Project 162 using the traditional methods of talking to our communities matched with newer technology. This project is a community, police, and business partnership aimed at reducing crime and increasing livability in the area of 162nd/ E. Burnside. The core of the project is increased communication and relationships between the police and residents to develop better resident to resident communication. The traditional methods (i.e., handouts, flyers, newsletters and emails) are combined with newer

technologies donated from the business community to help this project succeed. The business communication tools include social networking software, texting software and conversational survey software program. These tools will be used to enhance the police-community collaboration and alignment. The overall goal of Project 162 is to lower crime through increased community involvement.

SUMMARY OF BUDGET DECISIONS

Ongoing Programmatic Cuts

The Mounted Patrol Unit (MPU)

MPU regularly patrols downtown and Old Town areas providing regular interaction with the community. MPU is also used for crowd control in downtown or other areas of the City. This package eliminates in MPU one police officer position, one police sergeant position, and 2.9 FTE nonsworn positions. It transfers four police officers to the bicycle patrol in downtown and Old Town neighborhoods. Elimination of the program and 4.9 FTE will provide an ongoing cost savings of approximately \$570,691. Disposition and salvage of vehicles associated with the program will result in a one-time revenue of \$78,472 which will accrue to the bureau's vehicle replacement fund.

Regional Organized Crime and Narcotics

The Regional Organized Crime and Narcotics (ROCN) Task Force includes seven total members, three of which are detached members from the Portland Police Bureau's Drug and Vice Division (one sergeant and two officers). This package eliminates one officer position for an ongoing savings of \$76,968. It will reduce the ROCN coordination capacity.

Sergeant and Administrative Support staff in the Drug and Vice

Due to legal and operational changes regarding towing, the number of vehicles the Bureau tows has been reduced by more than two-thirds over the last two years. The reduction in towing has resulted in a reduction in workload in the Asset Forfeiture Unit in the Drug and Vice Division. This package would eliminate a Program Specialist and the Senior Police Administrative Support Specialist position in the Drugs and Vice Division resulting in an ongoing savings of \$167,220.

Administrative Support Internal Affairs Division

This package will reclassify an Administrative Supervisor I to a Senior Administrative Specialist in the Internal Affairs Division. The duties of this position would be adjusted to take into account the reclassification. This would result in an annual ongoing savings of \$9,804.

Fleet Management

The Police Bureau will reduce its internal materials and services by reducing its use of services from Fleet and the Bureau of Technology Services. The Bureau will better manage fleet through implementing a mileage-based deployment system. The Bureau will also reduce administrative vehicles, take-home command vehicles, and computing devices. These reductions and administrative enhancements will result in ongoing savings of \$123,000.

**One-Time Budget
Reduction Decision
Packages**

The Bureau will hold the following eleven positions vacant for FY 2010-11: Three sergeant positions in School Resource, Training and Internal Affairs; three officer (two Motorcycle and one Rapid Response Team) positions and, Two Senior Administrative Specialist positions (one in the office of Accountability and Professional Standards and one in the Strategic Services).

Total one time savings for holding these positions vacant will be \$667,006.

**One-Time Revenue
Recognition From
Vehicle Sales**

The Bureau can recognize a one time savings as part of its fleet reduction strategy. The current intent is to reduce the administrative fleet by eight vehicles for a one time savings of \$102,278. These savings would be obtained by a refund from the Fleet Replacement Fund.

Forfeiture Revenue

The bureau will accelerate the processing of \$500,000 in one-time revenue associated with the forfeiture of local seized assets, mainly cash.

**Reductions in
Interagency Rates**

The Police Bureau will recognize reductions in rates charged by internal service agencies within the City in an aggregate amount of \$342,414. These include areas of Enterprise Business Services, Fleet, Risk Management, Printing and Distribution, Facilities, and Technology Services.

**Elimination of
Compensation Set
Aside and
Contingency Funding**

The General Fund Budget has been reduced by \$2.444 million. The Police Bureau has developed a variety of programmatic personnel and non-personnel reductions to achieve those savings.

Portland Police Bureau

SUMMARY OF BUREAU BUDGET

	Actual FY 2007-08	Actual FY 2008-09	Revised FY 2009-10	Requested FY 2010-11	Proposed FY 2010-11
RESOURCES					
External Revenues					
Licenses and Permits	1,883,814	1,805,651	1,691,000	2,297,000	2,297,000
Charges for Services	4,295,794	2,784,038	1,957,192	2,079,192	2,079,192
Intergovernmental	8,085,673	9,202,316	14,049,982	6,905,878	6,905,878
Miscellaneous	1,464,418	1,351,506	1,943,530	1,078,150	1,078,150
Total External Revenues	15,729,699	15,143,511	19,641,704	12,360,220	12,360,220
Internal Revenues					
General Fund Discretionary	131,272,587	136,503,538	139,666,908	149,919,736	138,613,398
Fund Transfers - Revenue	2,183,201	548,741	165,746	0	0
Interagency Revenue	1,700,176	1,783,166	2,564,362	3,413,352	3,413,352
Total Internal Revenues	135,155,964	138,835,445	142,397,016	153,333,088	142,026,750
Beginning Fund Balance	0	0	584,500	504,000	504,000
TOTAL RESOURCES	\$ 150,885,663	\$ 153,978,956	\$ 162,623,220	\$ 166,197,308	\$ 154,890,970

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

EXPENDITURES					
Bureau Requirements					
Personal Services	111,577,053	114,449,546	114,323,313	120,229,269	115,059,909
External Materials & Services	10,289,252	11,225,080	19,304,067	15,439,382	9,591,558
Internal Materials & Services	26,916,138	29,161,072	28,995,840	30,526,929	30,237,775
Capital Expenses	193,217	31,946	0	0	0
Total Bureau Requirements	148,975,660	154,867,644	162,623,220	166,195,580	154,889,242
Fund Requirements					
Fund Transfers - Expense	1,910,003	548,741	0	1,728	1,728
Unappropriated Fund Balance	0	(1,437,429)	0	0	0
Total Fund Requirements	1,910,003	(888,688)	0	1,728	1,728
TOTAL EXPENDITURES	\$ 150,885,663	\$ 153,978,956	\$ 162,623,220	\$ 166,197,308	\$ 154,890,970

PROGRAMS					
Administration & Support			0	0	8,892
Citizen Partnership			440,265	360,102	360,102
Communications			461,573	408,406	408,406
Cycle of Violence Reduction			12,363,874	15,021,082	14,339,021
Data Access			11,742,128	13,668,212	13,337,849
Emergency Response & Problem			63,412,919	52,803,050	44,908,947
Employee Performance			2,231,730	1,848,507	1,875,261
Human Resources Development			15,854,613	15,189,373	15,181,328
Investigations			19,190,341	18,925,718	18,803,096
Neighborhood Safety			4,503,699	21,201,359	21,348,269
Strategy & Finance			18,869,579	18,058,542	15,606,842
Traffic Safety			13,552,499	8,711,229	8,711,229
TOTAL PROGRAMS	\$	\$	\$ 162,623,220	\$ 166,195,580	\$ 154,889,242

Note: Historical program information is not available due to the level at which budget figures were converted to the new EBS cost structure.

Portland Police Bureau

FTE SUMMARY

Class	Title	Salary Range		Revised FY 2009-10		Requested FY 2010-11		Proposed FY 2010-11	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000062	Accountant I	37,606	52,499	9.00	425,808	9.00	449,454	9.00	449,454
30000063	Accountant II	49,171	60,070	1.00	49,176	1.00	49,176	1.00	49,176
30000434	Administrative Assistant	44,533	68,619	5.00	291,198	5.00	298,396	5.00	298,396
30000433	Administrative Specialist, Sr	41,475	63,856	7.00	342,113	8.00	394,803	8.00	417,183
30000436	Administrative Supervisor I	54,080	72,051	5.00	324,312	4.00	253,552	4.00	253,552
30000437	Administrative Supervisor II	56,763	75,670	3.00	214,404	3.00	216,564	3.00	216,564
30000771	Alarm Program Coord	56,763	75,670	1.00	73,632	1.00	75,672	1.00	75,672
30000096	Auto Servicer	37,981	46,550	3.00	139,644	3.00	139,644	3.00	139,644
30000442	Business Operations Manager, Sr	92,186	138,902	1.00	115,401	1.00	120,133	1.00	120,133
30000440	Business Operations Supervisor	65,811	88,046	1.00	87,420	1.00	88,044	1.00	88,044
30000478	Claims Analyst, Sr	59,634	79,518	1.00	59,628	1.00	61,056	1.00	61,056
30000492	Community Outreach & Informtn Rep	54,080	72,051	2.00	120,528	2.00	124,600	2.00	124,600
30000494	Community Outreach & Invlvmt	62,629	83,637	1.00	83,508	1.00	83,640	1.00	83,640
30000777	Crime Analyst	59,634	79,518	5.00	351,204	5.00	359,857	5.00	359,857
30000309	Crime Prevention Program	43,826	57,054	1.00	57,060	1.00	57,060	1.00	57,060
30000079	Equestrian Trainer	39,874	48,880	1.00	48,876	0.00	0	0.00	0
30000050	Evidence Control Specialist	42,619	52,104	9.00	462,348	9.00	465,240	9.00	465,240
30000051	Evidence Control Specialist, Lead	48,131	59,842	1.00	59,844	1.00	59,844	1.00	59,844
30000566	Financial Analyst, Assistant	44,533	68,619	1.00	44,532	1.00	46,052	1.00	46,052
30000568	Financial Analyst, Sr	62,629	83,637	1.00	62,628	1.00	62,628	1.00	62,628
30000769	Home Security Specialist	33,758	48,298	1.00	51,204	0.00	2,904	1.00	51,204
30000770	Home Security Specialist, Sr	36,046	55,494	1.00	55,488	0.00	(4)	1.00	55,496
30000451	Management Analyst	56,763	75,670	2.00	151,344	3.00	208,104	3.00	208,104
30000452	Management Analyst, Sr	62,629	83,637	1.00	66,000	1.00	68,700	1.00	68,700
30000450	Management Assistant	44,533	68,619	2.00	112,332	2.00	114,328	2.00	114,328
30000025	Police Administrative Support Spec,	39,832	51,272	12.00	608,562	11.00	564,036	11.00	564,036
30000024	Police Administrative Support	31,138	43,430	37.00	1,565,696	37.00	1,576,212	37.00	1,576,212
30000300	Police Captain	111,800	116,854	10.00	1,194,252	10.00	1,199,164	10.00	1,199,164
30000431	Police Chief	128,294	183,851	1.00	183,852	1.00	183,852	1.00	183,852
30000784	Police Chief, Assistant	101,421	145,205	3.00	443,700	3.00	447,652	3.00	447,652
30000301	Police Commander	125,653	125,653	7.00	913,471	7.00	919,764	7.00	919,764
30000307	Police Criminalist	72,904	82,285	17.00	1,408,261	17.00	1,422,966	17.00	1,422,966
30000778	Police Data Research Supervisor	62,629	83,637	1.00	83,631	1.00	83,640	1.00	83,640
30000022	Police Desk Clerk	27,810	38,459	17.00	634,293	17.00	642,342	17.00	642,342
30000302	Police Detective	72,904	82,285	95.00	7,759,240	93.00	7,716,699	93.00	7,716,699
30000833	Police Evidence & Property Mgr	65,811	88,046	1.00	65,808	1.00	67,383	1.00	67,383
30000837	Police Evidence Control Supervisor	54,080	72,051	2.00	136,088	2.00	140,990	2.00	140,990
30000772	Police ID Technologies Coordinator	62,629	83,637	1.00	81,993	1.00	83,640	1.00	83,640
30000304	Police Identification Technician	51,522	65,811	18.00	1,166,132	18.00	1,175,664	18.00	1,175,664
30000305	Police Identification Technician, Lead	56,035	71,594	3.00	214,776	3.00	214,776	3.00	214,776
30000097	Police Impound Technician	40,560	49,650	1.00	49,656	1.00	49,656	1.00	49,656
30000775	Police Internal Affairs Investigator	56,763	75,670	6.00	439,092	6.00	442,609	6.00	442,609
30000310	Police Investigative Accountant	74,589	84,282	1.00	84,288	1.00	84,288	1.00	84,288
30000299	Police Lieutenant	97,282	101,691	24.00	2,482,513	24.00	2,494,016	24.00	2,494,016
30000297	Police Officer	43,722	71,656	700.00	47,236,642	698.00	47,762,937	698.00	47,762,937
30000306	Police Photographic Reproduction	59,675	71,594	2.00	143,184	2.00	143,184	2.00	143,184
30000857	Police Professional Standards	85,800	116,293	1.00	114,932	1.00	116,292	1.00	116,292
30000774	Police Program Specialist, Sr	59,634	79,518	1.00	79,524	1.00	79,524	1.00	79,524
30000020	Police Records Specialist	31,138	43,430	56.00	2,308,764	56.00	2,352,324	56.00	2,352,324
30000779	Police Records Supervisor	56,763	75,670	4.00	287,126	4.00	289,590	4.00	289,590
30000021	Police Records Training Coordinator	39,832	51,272	9.00	440,328	9.00	444,504	9.00	444,504
30000298	Police Sergeant	72,904	82,285	118.00	9,801,618	115.01	9,670,088	115.01	9,670,088
30000464	Program Coordinator	59,634	79,518	2.00	150,148	2.00	157,078	2.00	157,078
30000465	Program Manager	62,629	83,637	0.00	0	1.00	80,880	0.00	0
30000463	Program Specialist	54,080	72,051	2.00	133,448	2.00	135,962	1.00	63,914
30000462	Program Specialist, Assistant	44,533	68,619	12.00	654,177	12.00	671,204	12.00	671,204
30000495	Public Information Officer	62,629	83,637	1.00	83,496	1.00	83,604	1.00	83,604
30000485	Safety & Risk Officer I	62,629	83,637	1.00	62,628	1.00	62,628	1.00	62,628
30000083	Stable Attendant	37,981	46,550	1.00	46,548	-0.90	(41,892)	-0.90	(41,892)
30000531	Training & Development Analyst	56,763	75,670	2.00	147,898	2.00	150,514	2.00	150,514
30000518	Video Production Specialist	54,080	72,051	1.00	72,048	1.00	72,048	1.00	72,048
TOTAL FULL-TIME POSITIONS				1236.00	\$ 85,127,445	1225.11	\$ 85,539,265	1225.11	\$ 85,512,517
30000011	Office Support Specialist I	28,350	39,354	0.90	25,512	0.90	25,512	0.90	25,512
30000083	Stable Attendant	37,981	46,550	0.90	41,892	0.90	41,892	0.90	41,892
TOTAL PART-TIME POSITIONS				1.80	\$ 67,404	1.80	\$ 67,404	1.80	\$ 67,404

FTE SUMMARY

Portland Police Bureau
Public Safety Service Area

Class	Title	Salary Range		Revised FY 2009-10		Requested FY 2010-11		Proposed FY 2010-11	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000434	Administrative Assistant	44,533	68,619	1.00	44,532	0.33	14,844	0.33	14,844
30000433	Administrative Specialist, Sr	41,475	63,856	1.00	41,472	1.00	41,472	1.00	41,472
30000777	Crime Analyst	59,634	79,518	0.83	49,700	1.00	59,640	1.00	59,640
30000308	Crime Prevention Rep	39,853	51,834	1.00	45,972	0.17	7,662	0.17	7,662
30000024	Police Administrative Support	31,138	43,430	1.83	79,618	2.00	86,856	2.00	86,856
30000299	Police Lieutenant	97,282	101,691	1.00	105,756	0.00	0	0.00	0
30000297	Police Officer	43,722	71,656	4.00	282,703	63.00	1,331,652	3.00	71,652
30000465	Program Manager	62,629	83,637	2.00	150,672	0.00	0	1.00	80,880
30000463	Program Specialist	54,080	72,051	0.67	36,056	0.00	0	0.00	0
30000462	Program Specialist, Assistant	44,533	68,619	1.00	44,532	0.00	0	0.00	0
30000531	Training & Development Analyst	56,763	75,670	1.00	57,160	0.25	14,775	0.25	14,775
TOTAL LIMITED TERM POSITIONS				15.33	\$ 938,173	67.75	\$ 1,556,901	8.75	\$ 377,781

Portland Police Bureau

BUDGET DECISIONS

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

ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY 2010-11	156,515,304	0	156,515,304	1,245.55	FY 2010-11 Current Appropriation Level
CAL Adjustments	0	0	0	0.0	None
Mayor's Proposed Budget Decisions	0	0	0	0.00	Accelerage Asset Forfeiture
	0	(64,650)	(64,650)	0.00	Chief's Office Admin Asst - hold vacant
	0	(60,972)	(60,972)	0.00	Strategic Services SAS - hold vacant
	(9,804)	0	(9,804)	0.00	Reclass ASI to SAS in Internal Affairs
	(167,220)	0	(167,220)	(2.00)	Eliminate Prog Specialist & Sr PASS, AFU
	0	(76,968)	(76,968)	0.00	Rapid Response Team Officer - hold vacant
	(570,691)	(78,472)	(649,163)	(4.90)	Eliminate MPU
	0	(100,812)	(100,812)	(1.00)	Hold Internal Affairs Sergeant vacant
	(123,000)	(102,278)	(225,278)	0.00	Fleet Rotation Program and Reduction
	0	(161,980)	(161,980)	0.00	Two Motorcycle Officers - hold vacant
	0	(100,812)	(100,812)	0.00	Training Sergeant - hold vacant
	(76,968)	0	(76,968)	(1.00)	Eliminate Officer in ROCN
	0	(100,812)	(100,812)	0.00	School Resource Sergeant - hold vacant
	(100,812)	0	(100,812)	(1.00)	Precinct Detective
	(100,812)	0	(100,812)	(1.00)	Precinct Sergeant
	(100,812)	0	(100,812)	(1.00)	Afternoon Detective
	(342,414)	0	(342,414)	0.00	OMF IA Reduction Savings
	0	(2,444,802)	(2,444,802)	0.00	Comp Plan Set Aside FY 09-10 (over 2 yrs)
	0	911,077	911,077	0.00	Sobering Station & CHIERS Response Van
	0	105,984	105,984	1.00	Crisis Intervention Training
	0	2,016,968	2,016,968	1.00	Service Coordination Team
	0	125,000	125,000	0.00	Prostitution Coordination Team
	0	100,000	100,000	0.00	Video Camera Pilot Project
	(1,592,533)	(33,529)	(1,626,062)	(9.90)	Total FY 2010-11 Decision Packages
			\$ 154,889,242	1,235.65	Total Proposed Budget

Portland Fire and Rescue

Public Safety Service Area

Randy Leonard, Commissioner-in-Charge

John Klum, Fire Chief

Bureau Summary

BUREAU MISSION

The mission of Portland Fire & Rescue (PF&R) is to aggressively and safely protect life, property, and the environment by providing excellence in emergency services, training, and prevention.

Bureau Vision

The community PF&R serves is safe from fire, injury, and preventable emergencies because of our responsiveness, leadership, quality services, and partnerships.

Bureau Principles

PF&R saves lives and property; the bureau is committed to delivering high quality emergency response, fire and life safety, and mitigation services.

PF&R sets high standards for its staff, valuing and promoting professionalism, diversity, integrity, pride, competency, commitment, and tradition.

PF&R employees are highly trained, using the latest techniques and technology to ensure a safe and effective workforce.

PF&R employees are responsive to their customers, always ready, always there, providing efficient and effective services to the public and each other.

PF&R employees are good neighbors, working together to promote caring and trusting relationships that allows the bureau to solve problems safely and courteously.

BUREAU OVERVIEW

Serving the Community

PF&R promotes a safe environment for all people who live and work in Portland and the surrounding areas. It provides an extensive range of public safety services including fire prevention, public education, response to fire, medical, and other emergency incidents, and disaster mitigation. In FY 2009-10, PF&R is comprised of about 752 employees with a revised budget of \$90.8 million.

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

Organizationally, PF&R is divided into five functional areas: Office of the Chief, Emergency Operations, Prevention, Training and Safety, and Management Services.

STRATEGIC DIRECTION

Planning for Effective Operations

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

- The Five-Year Strategic Plan;
- The Annual Business Plan;
- The Annual Divisional Work Plans.

At the highest level, the Five-Year Strategic Plan spans five fiscal years and identifies strategic themes, goals, performance measures, objectives, strategies, and activities.

Each of PF&R's five functional areas operate under the guidelines of its annual divisional work plan, and the work plans are in direct support of the Annual Business Plan and the 2005-2010 Strategic Plan.

The Strategic Plan is organized by themes, each of which serves as a major focus for PF&R. A task force, comprised of a cross-section of employees, including labor, management, sworn, and non-sworn, developed these themes along with the corresponding goals, strategies, objectives, and performance measures. The themes are:

- Operational Effectiveness;
- Customer Service;
- Workforce Development;
- Financial Resource Management.

All of our budget decisions are evaluated to determine their impact on the implementation of the Strategic Plan.

In November 2009, PF&R commenced development of its 2010-15 Strategic Plan. The Strategic Planning Steering Committee, comprised of bureau leadership, staff, stakeholders, and citizens, will oversee the strategic planning process through its expected completion in July 2010. Along the way, PF&R will solicit input from the public, employees, stakeholders, and various agencies that use PF&R's services to ensure that long-term goals are developed in consideration of the community's needs and priorities.

Significant Issues

Retirements

Currently, 90 sworn PF&R employees are eligible for retirement. Those employees are at least 50 years old and have a minimum of 25 years of service at PF&R.

Historically, PF&R has averaged about 24 retirements each year. In FY 2005-06 PF&R entered a peak period of retirements due to the aging of the workforce which has continued, and higher-than-normal retirements are projected for at least the next two fiscal years.

PF&R has \$1 million in its budget for retirement payouts in FY 2011-11. However, 30 people are projected to retire, resulting in an estimated payout of \$1.7 million. If the projection holds, PF&R will need an additional \$700,000 to cover the projected shortfall.

Apparatus Replacement Funding Shortfall

In response to a FY 2008-09 budget note, PF&R extended its apparatus replacement standard from 15 years or 100,000 miles to 15 years or 120,000 miles in January 2009 to reduce apparatus replacement costs by \$300,000 a year.

PF&R's current budget has about \$1.7 million planned to support apparatus replacement. However, an additional \$640,000 a year is needed for PF&R to meet the requirement of the 15 years or 120,000 miles replacement standard.

Currently, PF&R has a replacement backlog of four engines and one truck. At the current funding level, the backlog will grow by approximately one engine every two years. In addition, there will be no resource for the replacement of other apparatus such as fire boats and air units.

Extending the useful life of apparatus will inevitably increase maintenance costs and potentially hinder emergency response. PF&R's experience indicates that older apparatus have a higher chance of breakdown during emergency response. Vehicle problems may include engine failure, failing to start, overheating, air system malfunction, brake problems, etc.

SUMMARY OF BUDGET DECISIONS

Budget Reduction

The FY 2010-11 Proposed Budget includes an \$876,884 one-time reduction to PF&R's apparatus replacement funds. The Proposed Budget also removes \$654,556 ongoing funding for fire station staffing but replaces it with one-time resource to continue the current staffing level in FY 2010-11.

Apparatus Replacement

As indicated in the Significant Issues section of the budget narrative, apparatus replacement is a critical need for PF&R to provide fire and rescue public safety services. PF&R's current budget has about \$1.7 million to support apparatus replacement. However, PF&R is not able to meet its needs at this funding level. An additional \$640,000 a year is necessary for PF&R to meet the requirement of the 15 years or 120,000 miles replacement standard.

Currently PF&R has a replacement backlog of four engines and one truck. The backlog will grow by approximately an engine for every two years. In addition, there will be no resources for the replacement of other apparatus such as fire boats and air units.

Service Impact: This one-time budget cut will delay the replacement of an equivalent of one and a half engines for one year. Consequently PF&R's apparatus replacement backlog will increase to six engines and one truck at the end of FY 2010-11. This reduction will also result in higher apparatus maintenance costs and lower apparatus reliability during emergency responses.

FTE: none

One-Time Cost Reduction: (\$876,884)

One-Time Budget Enhancements

The FY 2010-11 Proposed Budget allocates one-time funds for the continual operations of two rescue units and a new rescue boat.

1. Rescue 11 and Rescue 19

This enhancement provides one-time funds to continue operation of the Advanced Life Support rescue response units at Stations 11 and 19. Without the rescues, both stations will revert to engine-only stations. Approximately 70% of PF&R's calls are emergency medical service (EMS) runs, which are more effectively handled by a rescue than an engine.

Both Station 11 and 19 are considered high volume stations and consistently each responds to over 3,000 calls every year. It's been shown that high call volumes have negative impacts on firefighter fatigue, safety, and efficiency. Without a rescue being in service, the engine will be responding to the 3,000 plus calls alone. This reduces the response reliability (percentage of time a fire unit is available to respond to an emergency) of Engines 11 and 19 and places an additional strain on neighboring stations that must cover calls in these stations fire management area. This then causes a domino effect to the response reliability of the neighboring stations.

Service Impact: Not funding Rescues 11 and 19 will negatively impact PF&R's ability to provide quick and efficient response to fire and medical emergencies in the areas of the City served by Stations 11 and 19. It also places a significant burden on Engines 11 and 19 who will have to manage the high call volume alone. This will have a detrimental effect on the station's response reliability and firefighter safety, and will place an additional burden on neighboring stations.

FTE: 13.0

One-Time Cost Increase: \$1,125,542

2. Rescue Boat Funding

Resolution No. 36739 approved by Council on October 7, 2009, authorized PF&R to purchase a rescue boat in the amount of \$400,000. Per the resolution, PF&R received \$200,000 in FY2009-10 and will receive up to an additional \$200,000 in the FY 2010-11 budget process to cover the remaining cost of the rescue boat. The mandatory pre-bid conference was conducted in late January and the bid is out and vendors are in the process of submitting proposals. PF&R is now requesting one-time funding totaling \$200,000 to complete the purchase of the rescue boat.

Service Impact: As part of its emergency operations, PF&R responds to marine-based emergencies, protecting citizens in Portland's vast network of waterways. Adding an additional rescue boat to its fleet will dramatically improve PF&R's ability to save lives in water-related emergencies. Currently, PF&R's response times to water emergencies can take up to 45 minutes depending on the location of the incident, which is unacceptable when lives are at stake.

FTE: none

One-time Cost Increase: \$200,000

Portland Fire and Rescue

SUMMARY OF BUREAU BUDGET

	Actual FY 2007-08	Actual FY 2008-09	Revised FY 2009-10	Requested FY 2010-11	Proposed FY 2010-11
RESOURCES					
External Revenues					
Licenses and Permits	2,045,705	1,807,308	1,287,800	1,290,000	1,290,000
Charges for Services	1,367,433	1,700,140	1,183,000	1,200,000	1,200,000
Intergovernmental	1,517,361	446,632	2,197,853	568,571	568,571
Miscellaneous	63,982	77,295	308,000	301,000	301,000
Total External Revenues	4,994,481	4,031,375	4,976,653	3,359,571	3,359,571
Internal Revenues					
General Fund Discretionary	80,798,830	80,496,654	88,746,600	88,172,331	87,416,578
General Fund Overhead	194,940	196,985	201,991	182,657	182,657
Fund Transfers - Revenue	1,111,049	37,319	0	0	0
Interagency Revenue	1,125,006	1,430,167	1,823,801	2,119,191	2,119,191
Total Internal Revenues	83,229,825	82,161,125	90,772,392	90,474,179	89,718,426
TOTAL RESOURCES	\$ 88,224,306	\$ 86,192,500	\$ 95,749,045	\$ 93,833,750	\$ 93,077,997
<p>Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose. Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.</p>					
EXPENDITURES					
Bureau Requirements					
Personal Services	71,830,978	76,705,761	78,110,344	81,317,001	80,681,301
External Materials & Services	5,612,257	4,409,170	7,283,351	5,508,033	5,543,769
Internal Materials & Services	5,049,153	5,085,684	5,497,180	5,852,532	5,696,743
Capital Expenses	4,714,061	288,083	4,858,170	1,156,184	1,156,184
Total Bureau Requirements	87,206,449	86,488,698	95,749,045	93,833,750	93,077,997
Fund Requirements					
Fund Transfers - Expense	1,017,857	37,319	0	0	0
Unappropriated Fund Balance	0	(333,517)	0	0	0
Total Fund Requirements	1,017,857	(296,198)	0	0	0
TOTAL EXPENDITURES	\$ 88,224,306	\$ 86,192,500	\$ 95,749,045	\$ 93,833,750	\$ 93,077,997
PROGRAMS					
Administration & Support			23,053,229	18,182,252	17,876,503
Emergency Operations			59,203,194	68,623,491	68,173,913
Prevention			13,492,622	7,028,007	7,027,581
TOTAL PROGRAMS	\$	\$	\$ 95,749,045	\$ 93,833,750	\$ 93,077,997
<p>Note: Historical program information is not available due to the level at which budget figures were converted to the new EBS cost structure.</p>					

Portland Fire and Rescue

CIP SUMMARY

This table summarizes Capital Improvement Plan project costs by capital programs.

Bureau Capital Program	Project	Prior Years	Revised	Proposed	Capital Plan				
			FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	5-Year Total
Fire									
Acquisitions									
	08-09 Fire Apparatus	ongoing	1,726,280	901,184	1,831,410	1,886,353	1,942,943	2,001,232	8,563,122
	Total Acquisitions	ongoing	1,726,280	901,184	1,831,410	1,886,353	1,942,943	2,001,232	8,563,122
	Total Fire	\$ ongoing	\$ 1,726,280	\$ 901,184	\$ 1,831,410	\$ 1,886,353	\$ 1,942,943	\$ 2,001,232	\$ 8,563,122

Portland Fire and Rescue

FTE SUMMARY

Class	Title	Salary Range		Revised FY 2009-10		Requested FY 2010-11		Proposed FY 2010-11	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000062	Accountant I	37,606	52,499	1.00	52,500	1.00	52,500	1.00	52,500
30000064	Accountant III	54,142	66,102	1.00	61,272	1.00	63,225	1.00	63,225
30000061	Accounting Technician	31,138	43,430	2.00	86,856	2.00	86,856	2.00	86,856
30000434	Administrative Assistant	44,533	68,619	5.00	329,825	5.00	334,761	5.00	334,761
30000433	Administrative Specialist, Sr	41,475	63,856	3.00	187,886	3.00	190,796	3.00	190,796
30000436	Administrative Supervisor I	54,080	72,051	1.00	72,048	1.00	72,048	1.00	72,048
30000441	Business Operations Manager	74,214	98,862	1.00	98,868	1.00	98,868	1.00	98,868
30000442	Business Operations Manager, Sr	92,186	138,902	1.00	138,900	1.00	138,900	1.00	138,900
30000440	Business Operations Supervisor	65,811	88,046	1.00	79,507	1.00	82,770	1.00	82,770
30000449	Business Systems Analyst, Sr	62,629	83,637	1.00	83,629	1.00	83,640	1.00	83,640
30000110	Carpenter	50,835	55,224	2.00	110,448	2.00	110,448	2.00	110,448
30000493	Community Outreach & Informtn	59,634	79,518	1.00	73,412	1.00	76,424	1.00	76,424
30000433	Development Services Technician II	50,086	63,898	2.00	121,848	2.00	123,776	2.00	123,776
30000489	EMS Program Manager	68,994	92,726	1.00	92,724	1.00	92,724	1.00	92,724
30000819	EMS Specialist	85,658	95,622	2.00	182,184	2.00	184,958	2.00	184,958
30000714	Facilities Maintenance Supervisor, Sr	59,634	79,518	1.00	79,524	1.00	79,524	1.00	79,524
30000871	Facilities Maintenance Technician	51,355	55,806	3.00	167,436	3.00	167,436	3.00	167,436
30000566	Financial Analyst, Assistant	44,533	68,619	1.00	68,616	1.00	68,616	1.00	68,616
30000806	Fire Battalion Chief	104,594	109,355	13.00	1,507,812	13.00	1,507,812	13.00	1,507,812
30000807	Fire Battalion Chief, Staff	110,868	115,914	2.00	246,744	2.00	246,744	2.00	246,744
30000803	Fire Captain	84,209	95,096	32.00	3,217,344	31.00	3,122,244	32.00	3,217,344
30000817	Fire Captain, Staff	100,797	100,797	4.00	416,136	4.00	416,136	4.00	416,136
30000432	Fire Chief	114,026	163,426	1.00	169,020	1.00	169,020	1.00	169,020
30000823	Fire Chief, Deputy	95,365	126,840	4.00	524,736	5.00	662,230	5.00	662,230
30000825	Fire Division Chief	104,432	138,900	2.00	287,304	2.00	287,304	2.00	287,304
30000793	Fire Fighter	39,838	71,971	442.00	31,179,888	436.00	31,864,152	442.00	32,214,648
30000795	Fire Fighter Specialist	42,233	76,287	8.00	612,276	8.00	612,276	8.00	612,276
30000808	Fire Inspector	73,342	82,750	24.00	1,973,210	24.00	2,010,895	24.00	2,010,895
30000811	Fire Inspector, Sr	84,209	95,096	6.00	573,240	6.00	573,240	6.00	573,240
30000812	Fire Inspector/Specialist	77,747	87,713	10.00	902,076	10.00	909,342	10.00	909,342
30000815	Fire Investigator	77,747	87,713	7.00	641,772	7.00	648,451	7.00	648,451
30000336	Fire Land Use Review Technician	53,851	68,682	0.75	51,516	0.75	51,516	0.75	51,516
30000798	Fire Lieutenant	73,342	82,750	104.00	9,192,435	102.00	9,141,963	104.00	9,297,363
30000801	Fire Lieutenant, Staff	77,747	87,713	7.00	646,371	7.00	651,383	7.00	651,383
30000826	Fire Marshal	104,432	138,900	2.00	287,304	1.00	143,652	1.00	143,652
30001082	Fire Marshal, Assistant	86,299	114,781	2.00	244,296	2.00	244,296	2.00	244,296
30000800	Fire Training Officer	77,747	87,713	4.00	352,728	4.00	355,159	4.00	355,159
30000822	Harbor Pilot	73,342	82,750	7.00	614,196	7.00	621,464	7.00	621,464
30000400	Hazardous Materials Coordinator	72,800	97,594	1.00	100,932	1.00	100,932	1.00	100,932
30000451	Management Analyst	56,763	75,670	1.00	75,672	1.00	75,672	1.00	75,672
30000453	Management Analyst, Principal	74,214	98,862	1.00	91,416	1.00	94,848	1.00	94,848
30000452	Management Analyst, Sr	62,629	83,637	1.00	72,006	1.00	74,958	1.00	74,958
30000011	Office Support Specialist I	28,350	39,354	1.00	28,356	1.00	28,356	1.00	28,356
30000012	Office Support Specialist II	31,138	43,430	2.00	86,856	2.00	86,856	2.00	86,856
30000013	Office Support Specialist III	39,832	51,272	1.00	48,855	1.00	51,276	1.00	51,276
30000112	Painter	50,835	55,224	1.00	55,224	1.00	55,224	1.00	55,224
30000818	Public Education Officer, Assistant	84,209	95,096	1.00	84,204	1.00	84,204	1.00	84,204
30000077	Utility Worker II	43,306	46,550	1.00	46,548	1.00	46,548	1.00	46,548
30000131	Vehicle & Equipment Mechanic	51,355	55,806	7.00	390,684	7.00	390,684	7.00	390,684
30000707	Vehicle Maintenance Supervisor I	56,763	75,670	1.00	74,295	1.00	75,672	1.00	75,672
30000708	Vehicle Maintenance Supervisor II	62,629	83,637	1.00	83,632	1.00	83,640	1.00	83,640
30000519	Video Production Manager	56,763	75,670	1.00	75,672	1.00	75,672	1.00	75,672
30000518	Video Production Specialist	54,080	72,051	1.00	72,048	1.00	72,048	1.00	72,048
TOTAL FULL-TIME POSITIONS					733.75 \$ 57,114,287	724.75 \$ 57,744,139	733.75 \$ 58,345,135		
30000474	EAP Specialist	54,080	72,051	0.90	33,992	0.90	35,388	0.90	35,388
TOTAL PART-TIME POSITIONS					0.90 \$ 33,992	0.90 \$ 35,388	0.90 \$ 35,388		
30000433	Administrative Specialist, Sr	41,475	63,856	0.83	43,890	2.00	109,056	1.00	54,288
30000713	Facilities Maintenance Supervisor	54,080	72,051	1.00	64,159	1.00	67,233	1.00	67,233
30000793	Fire Fighter	39,838	71,971	11.00	438,240	13.00	759,408	13.00	759,408
30000013	Office Support Specialist III	39,832	51,272	1.00	46,128	1.00	48,048	0.00	0
30000497	Public Information Manager	68,994	92,726	0.92	84,997	1.00	92,724	1.00	92,724
TOTAL LIMITED TERM POSITIONS					14.75 \$ 677,414	18.00 \$ 1,076,469	16.00 \$ 973,653		

Portland Fire and Rescue

BUDGET DECISIONS

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

ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY 2010-11	93,349,798	0	93,349,798	737.65	FY 2010-11 Current Appropriation Level
CAL Adjustments	0	0	0	0.00	None
Mayor's Proposed Budget Decisions	(876,884)	0	(876,884)	(9.00)	Close Fire Station
	0	(876,884)	(876,884)	0.00	Reduce Apparatus Replacement Budget
	0	1,125,542	1,125,542	13.00	Two Rescue Units
	0	200,000	200,000	0.00	Remaining Funds for Rescue Boat
	(160,459)	0	(160,459)	0.00	OMF IA Reduction Savings
	0	(560,000)	(560,000)	0.00	COLA Reductions from FY 09-10
	222,328	654,556	876,884	9.00	Restore Fire Station
	(815,015)	543,214	(271,801)	13.00	Total FY 2010-11 Decision Packages
			\$ 93,077,997	750.65	Total Proposed Budget

Portland Office of Emergency Management

Public Safety Service Area

Mayor Sam Adams, Commissioner-in-Charge

Carmen Merlo, Director

Bureau Summary

BUREAU MISSION

The mission of the Portland Office of Emergency Management (POEM) is to effectively coordinate emergency preparedness, mitigation, response, and recovery efforts for the City of Portland in order to protect lives, property, and the environment in the event of any emergency, disaster, or disruption to continuity of operations.

BUREAU OVERVIEW

POEM promotes community resilience against the effects of disaster through comprehensive emergency management. Resilience in this context describes the ability of the City's infrastructure, services, and citizens to resist or adapt to the effects of dangerous or damaging events without undermining the long-term well-being of individuals, the economy, or the environment. The practice of comprehensive emergency management involves coordinating efforts across four functions:

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

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

POEM's organizational structure reflects an integrated and coordinated approach to emergency management, and consists of six program areas (seven for budgeting purposes):

- ◆ Administration
- ◆ Emergency Operations and Emergency Coordination Center
- ◆ Planning

- ◆ Exercise and Training
- ◆ Community Emergency Services
- ◆ Finance and Grants

STRATEGIC DIRECTION

Three principles guide decisions and actions at POEM.

- Effective Coordination** POEM works with other City bureaus, regional emergency management partners, businesses, and nongovernmental organizations to minimize the effects of disasters by integrating risk and vulnerability assessments and emergency management practices into organizations' day-to-day operations. Helping people apply an incident management framework and incorporate continuity of operations planning into their routine work improves efficiency and ensures accountability while preparing everyone for disasters.
- Shared Responsibility** POEM serves the entire community rather than individual interests. Nevertheless, POEM's efforts recognize that community development is about more than the greatest good for the greatest number. It also requires the City to improve the conditions of the most vulnerable members of society. Encouraging a culture of awareness, where citizens are responsible for their individual preparedness, allows scarce resources to be prioritized for populations with additional needs.
- Facilitated Preparedness and Recovery** Residents may judge the City's response to an emergency by how quickly and completely government addresses their individual needs. But those needs will be dictated by how well POEM facilitates preparedness and recovery. When disaster strikes, the City's attention to restoring access to critical services, treating casualties, and repairing the damage will maintain a productive and future-focused perspective.
- Service Improvement Plan** During FY 2010-11, POEM will concentrate on the following activities within each of its primary programs:
- Planning: We will work closely with the Mayor and City Council to clarify and strengthen governance arrangements involving the Disaster Policy Council and the Emergency Management Committee. These efforts will form the basis for POEM's strategic plan and guide our efforts to reinforce preparedness and coordination arrangements in the Portland Plan while building on the Regional Critical Infrastructure Protection Plan through the development of a Local Energy Assurance Plan funded by an American Recovery and Reinvestment Act grant from the federal government.
- Coordination: We will continue working closely with our regional partners to develop arrangements for sharing information and resources before, during, and after a disaster under the auspices of the Urban Area Security Initiative funded by the U.S. Department of Homeland Security. These efforts include ongoing development of WebEOC®, protocols governing the operation of a regional joint information center, and the development of regional protocols for sharing and managing resources during an emergency.

Preparedness: Over the past year, the City made significant progress toward acquiring a site on the west side of the Willamette River for staging equipment and supplies and designing a new facility for overseeing emergency coordination activities. Efforts to complete this acquisition and advance these projects remain high priorities in FY 2010-11. Public outreach for the new Emergency Coordination Center (ECC) adjacent to the Bureau of Emergency Communications facility in southeast Portland will begin as facility design and approval processes advance.

POEM will also work closely with Neighborhood Emergency Team (NET) volunteers and the City Attorney's office to strengthen governance and address liability concerns. These efforts will help POEM ensure that those willing to help their neighbors in an emergency are held harmless while providing city officials with confidence that the programs goals, objectives, and activities are clearly spelled out for the benefit of all stakeholders.

SUMMARY OF BUDGET DECISIONS

2% Reduction

The Mayor's Proposed includes a 2% reduction to POEM's General Fund appropriation. POEM will cut an existing half-time vacant assistant financial analyst position with 1% of the reduction. This amounts to an ongoing reduction of \$7,104 and reduces the position from a 0.50 to a 0.39 FTE. The assistant financial analyst works with the City's central grants office to monitor the regional grants administered by POEM.

POEM will also make a one-time reduction to its Out-of-Town Travel budget by \$7,051. Training and emergency management conference related travel will decrease in FY 2010-11.

POEM requested \$12,698 of compensation set aside in the FY 2009-10 spring budget monitoring process. In order to meet its FY 2009-10 mid year reduction target, \$12,698 will be taken out of POEM's FY 2010-11 budget.

Portland Office of Emergency Management

SUMMARY OF BUREAU BUDGET

	Actual FY 2007-08	Actual FY 2008-09	Revised FY 2009-10	Requested FY 2010-11	Proposed FY 2010-11
RESOURCES					
External Revenues					
Intergovernmental	3,297,956	1,410,344	14,322,196	4,034,062	8,627,687
Miscellaneous	0	3,225	0	0	0
Total External Revenues	3,297,956	1,413,569	14,322,196	4,034,062	8,627,687
Internal Revenues					
General Fund Discretionary	802,028	535,303	652,907	690,936	670,170
General Fund Overhead	839,795	981,024	978,096	1,000,502	1,000,502
Fund Transfers - Revenue	4,998,524	21,161	0	0	0
Interagency Revenue	0	0	14,000	7,000	7,000
Total Internal Revenues	6,640,347	1,537,488	1,645,003	1,698,438	1,677,672
TOTAL RESOURCES	\$ 9,938,303	\$ 2,951,057	\$ 15,967,199	\$ 5,732,500	\$ 10,305,359
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.					
EXPENDITURES					
Bureau Requirements					
Personal Services	1,319,365	1,422,346	1,957,993	1,507,323	1,891,437
External Materials & Services	4,709,098	5,919,076	13,584,697	3,783,098	7,978,336
Internal Materials & Services	611,884	355,583	424,509	442,079	435,586
Total Bureau Requirements	6,640,347	7,697,005	15,967,199	5,732,500	10,305,359
Fund Requirements					
Fund Transfers - Expense	3,297,956	21,161	0	0	0
Unappropriated Fund Balance	0	(4,767,109)	0	0	0
Total Fund Requirements	3,297,956	(4,745,948)	0	0	0
TOTAL EXPENDITURES	\$ 9,938,303	\$ 2,951,057	\$ 15,967,199	\$ 5,732,500	\$ 10,305,359
PROGRAMS					
Emergency Management			15,967,199	5,732,500	10,305,359
TOTAL PROGRAMS	\$	\$	\$ 15,967,199	\$ 5,732,500	\$ 10,305,359
Note: Historical program information is not available due to the level at which budget figures were converted to the new EBS cost structure.					

Portland Office of Emergency Management

FTE SUMMARY

Class	Title	Salary Range		Revised FY 2009-10		Requested FY 2010-11		Proposed FY 2010-11	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000490	Community Emergency Services	62,629	83,637	1.00	78,098	1.00	81,242	1.00	81,242
30000430	Emergency Management Director	92,186	128,752	1.00	128,748	1.00	128,748	1.00	128,748
30000790	Emergency Management Operations	79,830	106,288	1.00	93,036	1.00	95,580	1.00	95,580
30000567	Financial Analyst	56,763	75,670	1.00	75,672	1.00	75,672	1.00	75,672
30000452	Management Analyst, Sr	62,629	83,637	1.00	75,257	1.00	78,350	1.00	78,350
30000012	Office Support Specialist II	31,138	43,430	1.00	41,724	1.00	43,428	1.00	43,428
30000465	Program Manager	62,629	83,637	2.00	167,137	2.00	167,280	2.00	167,280
30000463	Program Specialist	54,080	72,051	3.00	210,636	3.00	214,200	3.00	214,200
30000462	Program Specialist, Assistant	44,533	68,619	1.00	59,892	1.00	61,942	1.00	61,942
TOTAL FULL-TIME POSITIONS				12.00	\$ 930,200	12.00	\$ 946,442	12.00	\$ 946,442
30000566	Financial Analyst, Assistant	44,533	68,619	0.50	22,272	0.39	17,376	0.39	17,376
TOTAL PART-TIME POSITIONS				0.50	\$ 22,272	0.39	\$ 17,376	0.39	\$ 17,376
30000063	Accountant II	49,171	60,070	0.92	47,220	1.00	55,656	1.00	55,656
30000463	Program Specialist	54,080	72,051	2.00	121,956	2.00	126,543	2.00	126,543
TOTAL LIMITED TERM POSITIONS				2.92	\$ 169,176	3.00	\$ 182,199	3.00	\$ 182,199

Portland Office of Emergency Management

BUDGET DECISIONS

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

ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY 2010-11	1,712,593	8,627,687	10,340,280	15.50	FY 2010-11 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	(7,104)	0	(7,104)	(0.11)	Reduce Assistant Financial Analyst Position
	0	(7,051)	(7,051)	0.00	Reduction to Out of Town Travel
	(8,068)	0	(8,068)	0.00	OMF IA Reduction Savings
	0	(12,698)	(12,698)	0.00	COLA Reductions from 2009-10
	(15,172)	(19,749)	(34,921)	(0.11)	Total FY 2010-11 Decision Packages
			\$ 10,305,359	15.39	Total Proposed Budget



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Portland Parks & Recreation

Parks, Recreation, and Culture Service Area

Nick Fish, Commissioner-in-Charge

Zari Santner, Director

Bureau Summary

BUREAU MISSION

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

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

BUREAU OVERVIEW

Portland's Park & Recreation System

Parks is the steward of a diverse portfolio of parks and recreation facilities that are used extensively by the City's residents and visitors. The total parkland managed by the bureau includes 10,795 acres, which represents about 11.4% of the geographical area within the City of Portland. Not included in this acreage is 238,000 street trees that are the responsibility of our staff. Parks operates 13 swimming pools, 12 community centers, three art/music/dance centers, five golf courses and one motor raceway.

The Organization

Parks manages one of the nation's most comprehensive park and recreation systems. The bureau employs over 425 permanent employees and more than 1,600 seasonal staff in a variety of roles. Additionally, the organization enhances service levels with more than 465,000 hours of volunteer time each year. Services are delivered through five departments as follows:

City Nature

This department manages Portland's natural areas, urban forest, recreational trails, street trees, and wildlife habitat in an integrated and sustainable manner.

Parks and Recreation Services

This department delivers services and programs through four geographic zones that respond to identified community needs and Citywide policies. These include community centers and parks. It also provides Citywide operation support services.

Workforce and Community Alliances

This department maintains effective inter-bureau and community relationships for a healthy park and recreation system.

Office of the Director

This department provides leadership and advocacy for parks and recreation at the city, region, state, and national levels. It provides policy direction and guidance to the bureau, along with collaboration and coordination with city and regional partners. It does this in conjunction with support from the finance and information technology functions of the bureau and communication support. In addition, the Planning functions have transferred under the Director's Office which is part of the bureau's reorganizing efforts.

Services and Programs

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

Recreation Services

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

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

Infrastructure Services

These services are related to creating and providing places and facilities for recreation. The services include acquiring property; designing, constructing, and maintaining parks, park amenities, natural areas, trails, and buildings.

Infrastructure services are provided by City Nature; Parks and Recreation Services; Planning; and Finance departments.

Community Services

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

Support Services

These services plan the physical, operational, and program structures of the Parks Bureau. Organizational integrity, effectiveness, and efficiency are strengthened through business planning, process improvements, and systems planning. Bureau performance is measured, monitored, and evaluated within a strategic management cycle. Core business operations like finance, contracts, IT, employee support, risk management, and loss reduction services reside within this department.

STRATEGIC DIRECTION

Introduction

Parks delivers a broad spectrum of services through a variety of programs and assets. A few new recreation facilities have come into service recently, however, the overall asset base is aging and many of the facilities were originally built for other purposes, which creates real challenges. Parks strategic direction is focused on realizing the long-term vision articulated in *Parks Vision 2020*.

Service Improvement Plan

The Strategic Plan for FY 2010-11 focuses on four key result areas as follows:

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

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

Manage and Protect Assets

Desired Outcomes

Parks Strategic Plan for FY 2010-11:

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

Key Challenges

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

Strategies

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

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

Reach and Involve the Community

Desired Outcomes

Parks Strategic Plan for FY 2010-11:

- ◆ Increased community awareness and appreciation through participation in a healthy parks system
- ◆ Diverse and plentiful opportunities for engagement with PP&R exist throughout the community
- ◆ Community members feel authentically engaged and see that their participation contributes to a better parks system

Key Challenges

Parks faces the challenge of how to increase the awareness, appreciation, and understanding of the community and its civic leaders of the environmental, social, and economic benefits of park and recreation services.

Strategies

In order to attain the desired outcomes while dealing with the key challenges, PP&R proposes to:

- ◆ Implement clear and consistent communication tools
- ◆ Enrich visitor experiences through increased interpretive activities
- ◆ Strengthen current approaches to community outreach and involvement
- ◆ Increase leadership development within diverse groups

Improve Service Delivery

Desired Outcomes

Parks Strategic Plan for FY 2010-11:

- ◆ Provide high-quality services that balance fiscal responsibility and affordability
- ◆ Prioritized Parks services that balance the greater community needs with individuals' demands
- ◆ Improved service delivery through partnerships

Key Challenges

The key challenge for this area is meeting the increasing needs of our community with limited fiscal and physical resources.

Strategies

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

- ◆ Continue market research and visitor needs assessment
- ◆ Implement policy and management frameworks to guide service delivery
- ◆ Develop and nurture partnerships with organizations to enhance the quality of Parks services
- ◆ Strengthen coordination and collaboration with other City bureaus and government agencies

Enhance Organizational Capacity

Desired Outcomes

Parks Strategic Plan for FY 2010-11:

- ◆ An organization that attracts, cultivates, and develops a creative and empowered workforce
- ◆ An organization that reflects the customers it serves
- ◆ An organizational culture built on continuous improvement and adaptation
- ◆ An organization that integrates principles of financial, social, and environmental sustainability into decision making and work processes

Key Challenges

Enhancing organizational capacity requires strengthening and establishing new policies, systems, and processes that will reposition the organization so it can operate more effectively in an environment of continual change.

Strategies

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

- ◆ Promote workforce development
- ◆ Improve work processes and practices
- ◆ Enhance Parks financial plan and policies to stabilize the revenue base and guide decision making

SUMMARY OF BUDGET DECISIONS

Budget Development Process

The development of the FY 2010-11 Proposed Budget was initiated with guidance from the Office of Management & Finance which directed bureaus to present 4% cut packages with 1% that could be considered for one-time. These instructions also required Parks to define programs, then rank the programs by how core they are to the mission of the bureau. This was accomplished through Parks Budget Advisory Committee, made up of bureau management, labor, and the public.

The FY 2010-11 Proposed Budget considers over \$2.2 million in reduction packages. However, over \$504,000 of revenues will be generated from program donations to Parks or received from other agencies.

**Parks Programs
Ranked by Core
Mission**

The programs presented below are the result of how citizens ranked programs based upon surveys, staff, and their own knowledge of Park system. Although some programs are site specific, the ranking is still based upon the programming developed from the sites below.

1. Maintenance - Parks
2. Maintenance - Natural Areas and Trails
3. Maintenance - Trees
4. Maintenance - Facilities
5. Maintenance - Equipment
6. Maintenance - Turf, Irrigation, and Sports Fields
7. Maintenance - Horticulture
8. Public Safety & Security
9. Volunteer Services
10. Property, Contracts, and Acquisitions
11. Community Centers with Pools
12. Community Centers without Pools
13. Environmental Education
14. Planning
15. Movies in the Park, Concerts, and Summer Playgrounds
16. Aquatics (Outdoor Pools)
17. SUN Community Schools
18. Design and Construction
19. Community Music Center
20. Customer Service Center
21. City-wide Sports
22. Multnomah Arts Center
23. Outreach Services
24. Community Gardens
25. Senior Recreation
26. Adaptive and Inclusive Recreation
27. Outdoor Recreation
28. Pass-Through funding to other agencies
29. Golf *
30. Portland International Raceway *

* These ranked low as they have no General fund resources identified.

Decision Packages

The FY 2010-11 Proposed Budget for PP&R includes a combination of efficiencies and service reductions that equal \$2.172 million, in which \$504,357 of revenues will be used to offset some of the service reductions.

The following packages are included in the FY 2010-11 Proposed Budget and any package denoted by an asterisk depicts a one-time package to be used towards the 1% target.

Pass-Throughs - (\$197,396)

Pass-throughs are resources that are received by other agencies in the metropolitan area. The following programs and level of service reductions will be affected:

- ◆ TLC/TNT Summer Camp (100%) - (\$17,948). Other programs provide services to the public. This provides 2 weeks of programming for the entire summer.
- ◆ Linnton Community Center (4%) - (\$1,892)
- ◆ Portland and East Portland Public Schools (4%) - (\$12,051)
- ◆ Multnomah County Human Services - SUN Schools (4%) - (\$10,084)
- ◆ Multnomah County Aging Services (4%) - (\$21,419)
- ◆ Police Athletic League (PAL 100%) - (\$50,575). It is hoped other funding sources will come forward to fill this gap.
- ◆ Interstate Firehouse Cultural Center (4%) - (\$2,880)
- ◆ Pioneer Courthouse Square (100%) - (\$80,547). Special appropriation for security and maintenance is still intact.

Administration - (\$107,000)

This package includes a reclass of an existing position, reduction to the travel and education budget, reduction of the interagency with Portland Bureau of Transportation (PBOT) for the Parks Stores, and an aggregate reduction in M&S within Finance.

- ◆ Reclassifies sponsorship coordinator position, currently vacant, from a Grade 8 to a Grade 5, to align with skills and responsibilities of the position. Impact (\$15,000).
- ◆ Reduces training and education by 5%. Staff will take advantage of more in-house training and inter-city training opportunities. Impact (\$9,000)
- ◆ Right-sizes the current budget and activity at Stores, operated by PBOT. Reduces current Interagency Agreement (IA) with PBOT from 2.5 to 2 full time positions. This reduction will maintain the current service level intact for Parks. Impact (\$43,000).
- ◆ Reduces Finance M&S through General Fund overhead cuts that are charged back to bureaus at the end of the year. The overhead will continue to be charged, but at a lesser rate. Although there will be a service delivery impact over the long term, the short term will have minimal impact to the public. Impact (\$40,000).

Workforce & Community Alliance - (\$24,080)

Reduces M&S in Workforce & Community Alliance (WCA) divisions by 2.5% and some minor seasonal part-time reductions. Will result in minimal or no impact to the public.

Senior Recreation - Revenue: \$1,000 - Increases in "Hike for Health" from \$13 to \$14 per hike. Program can support this increase and still provide scholarships for those who are in financial need.

Public Safety & Security - (\$4,000)

Modifies staff Safety Training and Luncheon that will be held at Parks facilities with limited food services. The four-hour event focuses on training, bureau updates, and acknowledgments.

Athletics - (\$53,000)

Eliminates some part-time staff hours and operating supplies for Track and Cross Country programs. Shifts more responsibility to full-time employees. Current track supporters and sponsors may fill the service gap created by this reduction. Impact (\$17,000).

Reduces the Saturday Youth Basketball Season from ten weeks per season to eight, resulting in proportionate reductions in part-time staff and associated M&S. Although this reduces play by two weeks, the negative impacts will be limited by cutting the two weeks which occur during Spring Break vacations and the onset of spring baseball, softball, and other alternative sports. Impact (\$30,000).

In addition, a decrease in the electrical utility expenses at St. John's Racquet Center will occur with the result of a new, energy efficient lighting system. Impact (\$6,000).

Aquatics (Administration & Outdoor Pools) - (\$24,000)

Closes outdoor pools earlier on cool weather days, reduces M&S, closes Montavilla Pool on Sundays, closes Wilson Pool 30-minutes earlier on weeknights, cancels "Gender Swims" at Buckman Pool, and reduces Teen Swim nights at Grant and Sellwood Pools to two nights per week. Public impact is limited as these reductions will be made in areas with lower attendance or where there are other options available.

Environmental Education - (\$10,000)

This reduction to the operating budget is expected to be fully offset by the anticipated revenue increases.

Revenue: \$10,000 - A projected increase in donations and grants for the year. This revenue is largely anticipated through continued federal stimulus dollars to offset seasonal salaries for Nature Day Camp.

Turf, Irrigation, and Sports Fields - (\$20,000)

Reduces expenditures on repair, maintenance, and operating supplies, and radio and video services. This reduction will cause our response time to increase, and will impact to some extent the appearance and playability of fields.

Property/Contracts/Acquisitions - (\$23,000)

Reduction in materials and services will limit the bureau's response with regard to property acquisitions or surveying. Could be offset by increases in non-park use permitting fees.

Revenue: \$30,000.- An increase in the level of non-park use permits being issued and other parking revenues anticipated.

Summer Playground Program - \$179,440

The eight-week Summer Playground Program provides free supervised activities for kids. Last year, this program was offered at 23 parks and, through a mobile playground program, to low-income apartment complexes where no parks exist. At most low-income parks, playground supervisors also serve federally funded lunch to up to 200 kids per day per site.

In the Mayor's Proposed Budget, this program has been restored with \$100,440 of ongoing General Fund discretionary funding with one-time funding being received through a grant of \$50,000 from the National Parks & Recreation Association and a donation of \$25,000 from NIKE.

SUN Community Schools - (\$7,777)

Reduction in seasonal staffing. Requires using full-time staff in more direct service roles at classes during the summer months, potentially reducing their ability to pursue partnerships to offset expenses, and the amount of attention to the other activities at the schools.

Planning & Corporate Strategy - (\$20,000)*

Reductions in training and external professional services. May slow progress on obtaining trail easements or land acquisitions, obtaining information for master planning, and asset management efforts.

Revenue: \$8,000 - Increased sources of funding realized through staff time on interagency projects (ie., Tri-Met, Water Bureau, Portland Development Commission).

Customer Service Center and Administrative Services - (\$56,000) *

Eliminates one full-time position, currently vacant, from the Customer Service Center (CSC). Loss of this position could affect revenues, including delaying expansion of the concession program. By using seasonal staff to backfill this position, CSC can not provide those seasonal funds for concession and permit management during the summer months.

Revenue: \$42,857 - Implement a small fee increase for picnics and weddings (\$2,600) and for special events (\$11,100) in parks. Incremental increases in field usage fees, known as "Pay Per Hour," will continue being phased in (\$29,097). Impacts to the public will be minimal.

Security (Multnomah County Animal Control) - (\$69,000)

An agreement with Multnomah County Animal Services (MCAS) provides dog enforcement to parks, as well as telephone/dispatch support. This reduction will terminate the agreement with MCAS and eliminate these services which will reduce significantly dog law enforcement in parks.

Full Service Community Centers (with Pools) - (\$120,000)

Reduces and reconfigures staffing levels and reduces materials, printing, and mailing costs at four full-service community centers. Impacts will vary by site. Some cuts may result in longer lines and less full-time staff available to develop and oversee programs. Impacts include Southwest Community Center, which will close the pool earlier on weeknights and close the entire facility one hour earlier on Saturdays, Mt. Scott Community Center will eliminate one permanent Recreation Leader position, impacting free events and other activities for the community.

Revenue: \$15,000 - This revenue increase will be a result of new facility rental fees for Aquatic clubs at Matt Dishman Community Center and increased fees for drop-in youth at East Portland Community Center.

Standard Community Centers (without Pools) - (\$160,000) *

Reduces hours of operation, reduces and reconfigures staffing levels at various locations, and reduces Operation & Maintenance (O&M) and printing and mailing costs at seven small community centers. Impacts will vary by site. Reductions include the elimination of two permanent positions, one at Montavilla and another shared between Hillside and Fulton Community Centers, while also shifting work of others. Staff reductions at affected centers may impact program quality and customer service levels.

It is important to note that \$133,213 is only a one-time reduction which will allow PP&R to restore capacity at Montavilla, Hillside, and St Johns Community Centers in FY 2011-12.

Revenue: \$4,000 - Revenue increase will be a result of increased fees for the preschool program at Peninsula Park Community Center.

Maintenance - Parks - (\$26,000)

Reduces supplies, equipment, and part-time staffing across the system. Will impact the ability to address specific needs identified outside of regular ongoing maintenance. Also reduces support for initiatives in recycling, sustainability, and other pilot programs.

Urban Forestry - (\$62,500)*

Eliminates one year of Arbortect treatment for Portland's elm program. This one-time deferral of treatment will marginally increase the risk of the disease spreading.

Natural Areas and Trails - (\$105,000)

Eliminates funding for contractual restoration work through the Bureau of Environmental Services Re-vegetation Unit. Restoration work on the most degraded sites will cease, likely causing them to regress, and emphasis will be put on maintaining and improving less degraded sites which require less investment per acre treated.

Turf, Irrigation and Sports Fields - (\$63,000)

Eliminates one 9-month Turf Technician position. This affects sports fields and turf in parks, resulting in negative impacts to the appearance and the long-term health of the turf. This cut also reflects a reduction in garbage service and materials in the Turf Maintenance program.

Urban Forestry - (\$81,000)

A reduction of one of eight Tree Inspectors will impact the ability for code compliance and permits to be accomplished at the current customer response level. Responses to tree planting, permitting, tree care and emergency responses will be delayed as well as response to citizen calls regarding trees.

Maintenance - Equipment - (\$62,000)

Eliminates one of four Utility Worker 2 positions. There will be less support during time off (vacations) and a backlog of work as a result. This could impact other work units that will have to pick up more work in urgent situations.

Maintenance - Facilities - (\$170,000) *

Reduces professional and contracted services, seasonal worker hours, and M&S that respond to unplanned and urgent work throughout the year. The result may be delays in service delivery and limited maintenance and upgrades during building shutdowns. Increases in the backlog of work will occur. This represents a one-year cut which will defer maintenance of buildings to a certain extent.

Volunteer Services and Safety & Security - (\$42,600)

This .5 position provides general administrative support, as well as processes background checks, manages volunteer files, and other support. If this position is unfunded, the program managers will have to take on more administrative responsibilities which would defer, delay, or eliminate current services, and may result in loss of volunteers. Due to this package being a support position for thousands of volunteers, funding for this package will be derived from the revenues generated elsewhere in the bureau.

The following uses of program revenues are being implemented to retain the current level of service that was determined through this budget process:

- ◆ .5 FTE of the support position to the Volunteer Services and Public Safety & Security section of the Workforce & Community Alliance department.

Add Packages

Teen Programming - \$300,000

This add package will continue to provide one-time support at 5 sites instead of seven. The continuation of the program will allow Parks to continue to meet the objectives of this program in serving and engaging youth. This program expands the hours of programming and operations at community centers and selected SUN Community Schools. Community centers targeted for program funding are Mt. Scott, Southwest, East Portland, Matt Dishman, and University Park Community Centers. Programs which will be funded are Teen Idol and a variety of sports, leadership, arts, cultural, and outdoor activities. A focused outreach component is included, as well as a portion related to environmental education. The success of this program is due to the way it was developed by teens as a guiding force.

Portland Parks & Recreation

SUMMARY OF BUREAU BUDGET

	Actual FY 2007-08	Actual FY 2008-09	Revised FY 2009-10	Requested FY 2010-11	Proposed FY 2010-11
RESOURCES					
External Revenues					
Taxes	12,848,121	234,905	137,819	65,039	65,039
Licenses and Permits	13,476	241,213	264,019	296,019	296,019
Charges for Services	25,424,851	26,003,141	27,702,962	27,538,824	27,538,824
Intergovernmental	4,460,373	4,669,887	21,049,344	16,323,377	16,323,377
Bond & Note	3,610,000	0	0	0	0
Miscellaneous	5,197,093	7,471,248	2,754,319	1,607,510	1,686,510
Total External Revenues	51,553,914	38,620,394	51,908,463	45,830,769	45,909,769
Internal Revenues					
General Fund Discretionary	34,879,442	36,894,420	40,683,827	41,079,867	40,342,746
Fund Transfers - Revenue	9,958,772	7,034,841	3,248,917	2,599,371	2,641,970
Interagency Revenue	10,923,482	8,081,655	2,472,703	2,761,102	2,402,674
Total Internal Revenues	55,761,696	52,010,916	46,405,447	46,440,340	45,387,390
Beginning Fund Balance	32,177,592	38,203,216	22,968,554	14,902,158	14,902,158
TOTAL RESOURCES	\$ 139,493,202	\$ 128,834,526	\$ 121,282,464	\$ 107,173,267	\$ 106,199,317

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.

EXPENDITURES					
Bureau Requirements					
Personal Services	38,562,765	42,465,414	42,757,875	42,894,314	42,141,886
External Materials & Services	23,844,424	23,499,637	23,151,190	31,600,421	31,960,015
Internal Materials & Services	17,118,047	14,588,797	8,251,806	8,857,615	8,271,499
Capital Expenses	17,845,977	14,447,544	31,541,861	10,620,917	10,625,774
Total Bureau Requirements	97,371,213	95,001,392	105,702,732	93,973,267	92,999,174
Fund Requirements					
Contingency	0	0	9,965,198	7,932,695	7,932,695
Fund Transfers - Expense	2,837,906	7,155,818	3,481,728	3,173,827	3,173,970
Bond Expenses	1,168,169	2,828,257	1,335,178	1,290,778	1,290,778
Unappropriated Fund Balance	38,115,914	23,849,059	797,628	802,700	802,700
Total Fund Requirements	42,121,989	33,833,134	15,579,732	13,200,000	13,200,143
TOTAL EXPENDITURES	\$ 139,493,202	\$ 128,834,526	\$ 121,282,464	\$ 107,173,267	\$ 106,199,317

PROGRAMS					
Community			5,086,315	5,911,358	5,142,358
Infrastructure			61,800,603	48,552,865	48,271,325
Recreation			27,844,953	26,935,673	27,115,113
Support			10,970,861	12,573,371	12,470,378
TOTAL PROGRAMS	\$	\$	\$ 105,702,732	\$ 93,973,267	\$ 92,999,174

Note: Historical program information is not available due to the level at which budget figures were converted to the new EBS cost structure.

Portland Parks & Recreation

CIP SUMMARY

This table summarizes Capital Improvement Plan project costs by capital programs.

Bureau Capital Program	Revised		Proposed	Capital Plan				
	Prior Years	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	5-Year Total
Parks								
Acquisitions								
ACQ Whitaker Ponds	0	0	0	1,744,000	0	0	0	1,744,000
E Bank Asset Trans	0	0	20,000	20,000	20,000	20,000	20,000	100,000
Metro Bond Nat Areas	15,586	3,010,000	3,500,000	921,268	0	0	0	4,421,268
Metro Bond Parks Acq	754	1,900,000	1,900,000	0	0	0	0	1,900,000
Metro Bond Trail Acq	513	729,000	935,000	0	0	0	0	935,000
SDC City Park Acq	0	0	850,000	950,000	850,000	250,000	1,450,000	4,350,000
SDC Local Park Acq	2,931,721	545,200	0	100,000	1,050,000	3,000,000	1,100,000	5,250,000
SDC Trails	0	1,773,998	100,000	6,000	160,000	260,000	135,000	661,000
SDC-Nat Area Habitat	0	300,000	300,000	1,300,000	1,550,000	2,000,000	1,250,000	6,400,000
Total Acquisitions	2,948,574	8,258,198	7,605,000	5,041,268	3,630,000	5,530,000	3,955,000	25,761,268
Buildings & Pools								
Capital Equipment	0	89,275	89,275	0	0	0	0	89,275
Columbia Pool Roof	0	0	0	0	1,123,000	0	0	1,123,000
Community Music Ctr	0	0	0	2,013,000	0	0	0	2,013,000
Flavel Development	66,877	0	750,000	0	0	0	0	750,000
Forestry HQ Replace	0	0	0	1,500,000	2,100,000	0	0	3,600,000
IT Equipment	0	0	198,000	0	0	0	0	198,000
Leach Bot Bldg Ren	0	0	0	2,413,000	0	0	0	2,413,000
MAC CC Pottery Barn	0	0	0	1,279,000	0	0	0	1,279,000
MAC FCI	0	0	0	7,577,000	0	0	0	7,577,000
Major Maintenance	1,052,748	711,282	1,273,371	951,072	979,604	1,008,992	1,039,262	5,252,301
Matt Dishman CC FCI	0	0	0	0	0	0	8,869,000	8,869,000
Mt Scott CC FCI	0	0	0	0	0	0	3,998,000	3,998,000
Mt Tabor Facility	0	0	0	0	5,000,000	10,000,000	15,000,000	30,000,000
Peninsula/ Pier Pool	0	0	0	0	1,529,000	0	0	1,529,000
Pittock Mansion	0	0	0	2,132,000	0	0	0	2,132,000
Sellwood CC - FCI	0	0	0	0	300,000	1,694,000	0	1,994,000
St Johns CC	0	80,000	80,000	0	0	0	0	80,000
Washington Monroe CC	53,094	624,727	450,000	3,049,000	10,661,000	16,976,000	0	31,136,000
Whitaker Pd Edu Ctr	0	0	0	2,878,000	0	0	0	2,878,000
Total Buildings & Pools	1,172,719	1,505,284	2,840,646	23,792,072	21,692,604	29,678,992	28,906,262	106,910,576
Developed Parks								
Beech Park - 1	0	0	0	901,000	2,080,000	3,120,000	0	6,101,000
Cathedral Park Plan	0	0	0	1,066,000	1,820,000	0	0	2,886,000
Childrens Arbor-East	0	0	0	625,000	0	0	0	625,000
Childrens Arbor-West	0	0	0	2,114,000	0	0	0	2,114,000
Chinese Garden	0	0	0	300,000	0	0	0	300,000
Clatsop Butte	0	0	0	533,000	3,247,000	0	0	3,780,000
Couch Pk-W Rec Zone	0	0	0	0	833,000	0	0	833,000
Crystal Spring Gardn	0	0	0	300,000	0	0	0	300,000
Cully Park	0	0	0	0	4,264,000	7,889,000	0	12,153,000
Dawson Park - URA	152	350,000	250,000	0	0	0	0	250,000
DOLA repair-citywide	0	0	0	200,000	300,000	0	0	500,000
Errol Heights MP	0	0	0	792,000	2,132,000	3,198,000	0	6,122,000
Farragut Park	0	200,000	125,000	0	0	0	0	125,000
Friends Groups	0	0	0	1,000,000	0	0	0	1,000,000
Gateway Plaza Dev	0	0	0	1,000,000	0	0	0	1,000,000
Gateway URA	0	250,000	310,000	275,000	750,000	250,000	0	1,585,000
Halpern Fountain	0	0	0	100,000	500,000	500,000	400,000	1,500,000
Hoyt Arboretum-Cont	0	0	0	300,000	0	0	0	300,000
Interstate URA Proj	347,575	0	1,370,000	1,930,000	700,000	3,500,000	1,200,000	8,700,000
Japanese Garden	0	0	0	300,000	0	0	0	300,000
Lents URA Develop	992,353	15,000	325,000	275,000	1,615,000	365,000	115,000	2,695,000
Marshall Pk & Tr	0	0	0	884,000	0	0	0	884,000
N Macadam URA	0	0	0	757,000	700,000	1,960,000	655,548	4,072,548
O'Bryant Square Park	0	0	0	0	5,125,000	0	0	5,125,000
Park Features & Amen	0	0	0	1,500,000	2,000,000	1,000,000	0	4,500,000
Parklane Park MP	0	0	0	0	0	6,108,000	0	6,108,000

This table summarizes Capital Improvement Plan project costs by capital programs.

Bureau Capital Program	Revised		Proposed	Capital Plan				
	Prior Years	FY 2009–10	FY 2010–11	FY 2011–12	FY 2012–13	FY 2013–14	FY 2014–15	5–Year Total
Project								
Pioneer CtHSMembrane	0	0	0	0	4,707,000	0	0	4,707,000
Rest Room repair	0	0	0	0	2,400,000	0	0	2,400,000
River District URA	165,900	2,450,000	2,000,000	3,000,000	0	0	0	5,000,000
S Wtrfrnt Greenway	104,096	1,560,000	1,050,000	2,520,000	0	0	0	3,570,000
SDC City Park Dev	489,439	0	1,000,000	1,400,000	1,000,000	2,200,000	1,300,000	6,900,000
SDC Local Park Dev	1,907,000	343,906	130,000	0	600,000	1,300,000	1,225,000	3,255,000
So Park BI Refurbish	0	0	0	375,000	0	0	0	375,000
Spring Garden Pk MP	0	0	0	0	1,472,000	0	0	1,472,000
Total Developed Parks	4,006,515	5,168,906	6,560,000	22,447,000	36,245,000	31,390,000	4,895,548	101,537,548
Golf								
Golf CapitalProjects	0	50,000	250,000	250,000	250,000	250,000	250,000	1,250,000
Total Golf	0	50,000	250,000	250,000	250,000	250,000	250,000	1,250,000
Green Infrastructure								
Community Gardens	62,305	80,000	50,000	300,000	400,000	700,000	0	1,450,000
Laurelhurst Pond	156,112	1,124,620	1,010,000	0	0	0	0	1,010,000
MetroBd Res Nat Area	0	991,000	1,400,000	258,731	236,410	0	0	1,895,141
Nat Area Stabilize	0	0	0	1,972,000	1,066,000	704,000	0	3,742,000
Natural Area Signage	0	0	0	1,000,000	0	0	0	1,000,000
Oaks Bottom Habitat	0	0	0	0	663,000	0	0	663,000
SDC Habitat Restore	0	0	0	0	55,000	90,000	8,000	153,000
Westmoreland Duck Pd	0	0	0	0	0	1,407,000	0	1,407,000
Westmoreland Park	0	450,000	512,000	0	0	0	0	512,000
Whitaker Pond NA Dev	0	0	0	1,066,000	2,258,000	0	0	3,324,000
Total Green Infrastructure	218,417	2,645,620	2,972,000	4,596,731	4,678,410	2,901,000	8,000	15,156,141
Recreation Features								
Cathedral Park Dock	0	90,114	90,114	0	0	0	0	90,114
Cty-Destination Play	0	0	0	1,500,000	0	0	0	1,500,000
Downtown Park	0	0	0	300,000	0	0	0	300,000
E Delta Pk Syn Field	0	0	0	0	7,650,000	0	0	7,650,000
E Holiday Mast Plan	0	0	0	0	1,000,000	0	0	1,000,000
Kelly Point Pk Canoe	0	101,500	101,500	289,000	0	0	0	390,500
Lents Walker Stadium	0	0	0	0	0	2,950,000	0	2,950,000
Mary Reike Sch Repla	0	0	0	0	2,250,000	0	0	2,250,000
PlayGnd ADA&Safety	178,066	0	0	1,000,000	1,550,000	2,000,000	0	4,550,000
PTC Renovation	0	0	0	3,309,000	0	0	0	3,309,000
Skate Park-Regional	0	0	0	0	1,000,000	0	0	1,000,000
Sports Fields-School	0	0	0	800,000	4,700,000	2,000,000	0	7,500,000
Spts Field Synt Turf	0	0	0	500,000	0	0	0	500,000
Tennis Courts	0	0	0	1,286,000	1,223,000	1,279,000	0	3,788,000
Wading Pools	0	0	0	800,000	1,200,000	1,100,000	1,200,000	4,300,000
Westmoreland Field	0	0	0	1,010,000	0	0	0	1,010,000
Total Recreation Features	178,066	191,614	191,614	10,794,000	20,573,000	9,329,000	1,200,000	42,087,614
Utilities, Roads & Trails								
Bridgeton-MarineDrTr	20,422	540,000	400,000	0	0	0	0	400,000
Chimney Pk Trail	0	0	0	0	240,000	0	0	240,000
ColumbiaSlough Trail	3,411	580,161	530,000	0	0	0	0	530,000
Cty Mountain Bike Tr	0	0	0	1,000,000	0	0	0	1,000,000
Forest Park Culverts	0	0	0	0	190,000	0	0	190,000
Forest Park Entrance	0	0	0	0	5,023,000	0	0	5,023,000
Hoyt Arbore Tr	0	0	0	600,000	0	0	0	600,000
Kelly Pt Pk Trail	0	0	0	276,000	0	0	0	276,000
Lief Erickson Drive	0	0	0	0	533,000	6,498,000	6,875,000	13,906,000
Marine Drive Gap Tra	0	0	0	0	3,731,000	0	0	3,731,000
Marquam Nature Pk Tr	0	0	0	0	300,000	0	0	300,000
Mt Tabor Trails	0	0	0	0	533,000	939,000	0	1,472,000
Pittock Mansion Road	0	0	0	335,000	0	0	0	335,000
Red Electric Trail	0	0	0	0	0	0	1,776,000	1,776,000

This table summarizes Capital Improvement Plan project costs by capital programs.

Bureau Capital Program Project	Revised		Proposed	Capital Plan				
	Prior Years	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	5-Year Total
Road and Parking Lot	0	100,000	0	0	0	2,000,000	3,000,000	5,000,000
SDC Trail Develop	0	0	360,000	327,210	400,000	850,000	370,000	2,307,210
SprWater Trail Pave	0	1,800,000	400,000	0	0	0	0	400,000
SprWater Trailhead	0	0	0	0	0	1,651,000	0	1,651,000
Swan Island Waud Blf	26,321	1,204,064	1,140,000	0	0	0	0	1,140,000
Wildwood Tr Bridge	0	0	0	0	0	3,054,000	0	3,054,000
Willamette Greenway	0	0	0	0	0	0	5,130,000	5,130,000
Total Utilities, Roads & Trails	50,154	4,224,225	2,830,000	2,538,210	10,950,000	14,992,000	17,151,000	48,461,210
Total Parks	\$ 8,574,445	\$ 22,043,847	\$ 23,249,260	\$ 69,459,281	\$ 98,019,014	\$ 94,070,992	\$ 56,365,810	\$341,164,357

Portland Parks & Recreation

FTE SUMMARY

Class	Title	Salary Range		Revised FY 2009-10		Requested FY 2010-11		Proposed FY 2010-11	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000062	Accountant I	37,606	52,499	1.00	45,792	1.00	49,013	1.00	49,013
30000063	Accountant II	49,171	60,070	2.00	118,784	2.00	120,144	2.00	120,144
30000061	Accounting Technician	31,138	43,430	1.00	43,428	1.00	43,428	1.00	43,428
30000434	Administrative Assistant	44,533	68,619	3.00	209,280	3.00	209,280	3.00	209,280
30000433	Administrative Specialist, Sr	41,475	63,856	1.00	54,816	1.00	57,062	1.00	57,062
30000437	Administrative Supervisor II	56,763	75,670	1.00	75,672	1.00	75,672	1.00	75,672
30000753	Aquatic Program Supervisor	59,634	79,518	1.00	79,062	1.00	79,524	1.00	79,524
30000314	Architect	60,840	77,709	1.00	60,840	1.00	60,840	1.00	60,840
30000749	Arts Programs Supervisor	59,634	79,518	1.00	64,608	1.00	66,588	1.00	66,588
30000101	Automotive Equipment Oper I	40,352	48,901	4.00	195,600	4.00	195,600	4.00	195,600
30001333	Botanic Spec I-Trails	50,731	64,750	1.00	50,736	1.00	50,736	1.00	50,736
30000316	Botanic Spec I-Youth & Comnty	50,731	64,750	3.00	177,144	3.00	179,982	3.00	179,982
30000317	Botanic Spec II-Arboretum Collection	53,394	68,120	1.00	56,040	1.00	57,920	1.00	57,920
30000318	Botanic Spec II-Community Gardens	53,394	68,120	1.00	68,124	1.00	68,124	1.00	68,124
30000319	Botanic Spec II-Environmental	53,394	68,120	1.00	60,075	1.00	63,076	1.00	63,076
30001005	Botanic Spec II-Forestry	53,394	68,120	1.00	53,400	1.00	55,600	1.00	55,600
30000320	Botanic Spec II-Generalist	53,394	68,120	1.00	53,400	1.00	55,160	1.00	55,160
30000321	Botanic Spec II-Ntrl Resource	53,394	68,120	4.00	251,148	4.00	255,912	4.00	255,912
30000322	Botanic Spec II-Pest Mgmt	53,394	68,120	1.00	68,124	1.00	68,124	1.00	68,124
30000323	Botanic Spec II-Rose Garden	53,394	68,120	1.00	68,124	1.00	68,124	1.00	68,124
30000831	Botanic Technician	37,378	50,086	4.00	163,258	4.00	168,907	4.00	168,907
30000312	Building/Landscape Designer II	50,086	60,840	1.00	50,088	1.00	50,088	1.00	50,088
30000458	Bureau Director, Assistant to	74,214	98,862	1.00	98,868	1.00	98,868	1.00	98,868
30000441	Business Operations Manager	74,214	98,862	1.00	98,868	1.00	98,868	1.00	98,868
30000442	Business Operations Manager, Sr	92,186	138,902	1.00	92,184	1.00	92,184	1.00	92,184
30000440	Business Operations Supervisor	65,811	88,046	1.00	79,136	1.00	82,376	1.00	82,376
30000448	Business Systems Analyst	56,763	75,670	1.00	64,044	1.00	66,015	1.00	66,015
30000447	Business Systems Analyst, Assistant	44,533	68,619	1.00	52,740	1.00	54,900	1.00	54,900
30000329	CAD Technician II	50,086	63,898	1.00	63,900	1.00	63,900	1.00	63,900
30000330	CAD Technician III	60,840	77,709	1.00	77,712	1.00	77,712	1.00	77,712
30000454	Capital Improvmt Program Planning	74,214	98,862	1.00	98,868	1.00	98,868	1.00	98,868
30000399	Capital Project Manager I	60,840	77,709	0.58	35,490	0.00	0	0.00	0
30000687	Capital Project Manager III	68,994	92,726	1.00	85,908	1.00	89,430	1.00	89,430
30000110	Carpenter	50,835	55,224	7.00	382,176	7.00	382,176	7.00	382,176
30000491	Community Outreach & Informtn	44,533	68,619	1.00	54,900	1.00	57,144	1.00	57,144
30000492	Community Outreach & Informtn Rep	54,080	72,051	1.00	69,762	1.00	71,604	1.00	71,604
30000493	Community Outreach & Informtn Rep,	59,634	79,518	1.00	77,698	1.00	79,524	1.00	79,524
30000494	Community Outreach & Invlvmt	62,629	83,637	1.00	76,116	1.00	78,976	1.00	78,976
30000105	Construction Equipment Operator	42,952	54,850	2.00	109,704	2.00	109,704	2.00	109,704
30000116	Electrician	63,606	68,661	2.00	137,328	2.00	137,328	2.00	137,328
30000119	Electrician, Supervising	70,138	75,691	1.00	75,696	1.00	75,696	1.00	75,696
30000358	Engineering Associate, Sr-Civil	69,160	88,171	1.00	79,992	1.00	82,323	1.00	82,323
30000324	Engineering Technician I	37,378	50,086	1.00	37,380	1.00	37,380	1.00	37,380
30000720	Facilities Construction Proj	62,629	83,637	1.00	83,640	1.00	83,640	1.00	83,640
30000717	Facilities Construction Project Spec	54,080	72,051	2.00	126,132	2.00	126,132	2.00	126,132
30000714	Facilities Maintenance Supervisor, Sr	59,634	79,518	1.00	79,440	1.00	79,510	1.00	79,510
30000070	Facilities Maintenance Tech	33,488	53,019	1.00	39,294	1.00	43,719	1.00	43,719
30000071	Facilities Maintenance Technician	51,355	55,806	6.00	330,420	6.00	330,420	6.00	330,420
30000567	Financial Analyst	56,763	75,670	1.00	75,672	1.00	75,672	1.00	75,672
30000566	Financial Analyst, Assistant	44,533	68,619	2.00	110,336	2.00	112,829	2.00	112,829
30000568	Financial Analyst, Sr	62,629	83,637	1.00	80,160	1.00	83,448	1.00	83,448
30000127	General Mechanic	46,134	55,806	1.00	55,812	1.00	55,812	1.00	55,812
30000343	GIS Technician III	60,840	77,709	1.00	67,140	1.00	70,428	1.00	70,428
30000764	Golf Course Superintendent	59,634	79,518	4.00	288,586	4.00	292,936	4.00	292,936
30000765	Golf, Director of	68,994	92,726	1.00	92,724	1.00	92,724	1.00	92,724
30000085	Greenskeeper I	39,042	47,798	15.00	708,192	14.00	669,144	14.00	669,144
30000086	Greenskeeper II	43,992	50,253	5.00	245,016	5.00	245,016	5.00	245,016
30000087	Greenskeeper III	45,635	55,224	5.00	266,532	5.00	266,532	5.00	266,532
30000248	High Climber	46,051	55,224	8.00	432,624	8.00	432,624	8.00	432,624
30000252	Horticulturist	43,430	52,478	21.00	1,101,996	21.00	1,101,996	21.00	1,101,996
30000253	Horticulturist, Lead	45,594	55,078	1.00	46,488	1.00	49,548	1.00	49,548
30000930	Landscape Architect Project Manager	68,994	92,726	1.00	89,175	1.00	92,094	1.00	92,094
30000098	Maintenance Mechanic	45,635	51,022	12.00	606,900	12.00	606,900	12.00	606,900
30000073	Maintenance Worker	23,400	27,747	2.00	55,488	2.00	55,488	2.00	55,488
30000451	Management Analyst	56,763	75,670	2.00	133,690	2.00	138,030	2.00	138,030
30000453	Management Analyst, Principal	74,214	98,862	1.00	98,868	1.00	98,868	1.00	98,868
30000452	Management Analyst, Sr	62,629	83,637	3.00	218,988	3.00	223,005	3.00	223,005
30000450	Management Assistant	44,533	68,619	2.00	113,148	2.00	113,148	2.00	113,148
30000750	Music Programs Supervisor	59,634	79,518	1.00	79,524	1.00	79,524	1.00	79,524

FTE SUMMARY

Portland Parks & Recreation
Parks, Recreation, and Culture Service Area

Class	Title	Salary Range		Revised FY 2009-10		Requested FY 2010-11		Proposed FY 2010-11	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000768	Natural Areas Supervisor	59,634	79,518	2.00	152,496	2.00	157,770	2.00	157,770
30000012	Office Support Specialist II	31,138	43,430	6.00	243,168	6.00	247,144	6.00	247,144
30000013	Office Support Specialist III	39,832	51,272	4.00	194,960	4.00	202,952	4.00	202,952
30000751	Outdoor Recreation & Env Educ	59,634	79,518	1.00	79,524	1.00	79,524	1.00	79,524
30000112	Painter	50,835	55,224	3.00	165,672	3.00	165,672	3.00	165,672
30000757	Park Ranger Supervisor	44,533	68,619	1.00	57,545	1.00	59,901	1.00	59,901
30000439	Parks & Rec Administrative Mgr	68,994	92,726	1.00	87,208	1.00	90,594	1.00	90,594
30000834	Parks & Rec Central Svcs/Asset Syst	74,214	98,862	1.00	98,868	1.00	98,868	1.00	98,868
30000756	Parks & Rec City Nature Zone Mgr	65,811	88,046	2.00	168,144	2.00	170,884	2.00	170,884
30000746	Parks & Rec Natural Areas Manager	85,800	116,293	1.00	113,904	1.00	116,244	1.00	116,244
30000748	Parks & Rec Services Manager	92,186	128,752	1.00	128,316	1.00	128,748	1.00	128,748
30000747	Parks & Rec Wrkfrce&Comnty Alliance	85,800	116,293	1.00	116,292	1.00	116,292	1.00	116,292
30000755	Parks & Rec Zone Manager	68,994	92,726	4.00	332,920	4.00	342,163	4.00	342,163
30000428	Parks & Recreation Director	114,026	163,426	1.00	160,062	1.00	163,428	1.00	163,428
30000903	Parks Athletic Fields Maintenance	56,763	75,670	1.00	65,226	1.00	67,899	1.00	67,899
30000084	Parks Maintenance Crew Leader	45,594	55,078	5.00	265,920	5.00	265,920	5.00	265,920
30000756	Parks Maintenance Supervisor	56,763	75,670	7.00	482,551	7.00	493,707	7.00	493,707
30000742	Parks Planner, Supervising	74,214	98,862	1.00	98,868	1.00	98,868	1.00	98,868
30000758	Parks Security Manager	62,629	83,637	1.00	83,628	1.00	83,639	1.00	83,639
30000081	Parks Technician	42,058	47,798	33.00	1,552,224	33.00	1,552,224	33.00	1,552,224
30000761	Parks Turf & Irrigation Maint	56,763	75,670	1.00	75,672	1.00	75,672	1.00	75,672
30000392	Planner, Sr City-Environmental	60,840	77,709	1.00	75,272	1.00	77,712	1.00	77,712
30000394	Planner, Sr City-Parks	60,840	77,709	4.00	260,232	4.00	260,232	4.00	260,232
30000464	Program Coordinator	59,634	79,518	2.00	144,144	2.00	146,133	2.00	146,133
30000465	Program Manager	62,629	83,637	2.00	167,256	2.00	167,277	2.00	167,277
30000466	Program Manager, Sr	74,214	98,862	2.00	162,384	2.00	165,996	2.00	165,996
30000463	Program Specialist	54,080	72,051	4.00	234,692	4.00	239,681	4.00	239,681
30000462	Program Specialist, Assistant	44,533	68,619	2.00	126,804	1.50	99,630	1.50	99,630
30000698	Property Acquisition & Services	62,629	83,637	1.00	83,634	1.00	83,640	1.00	83,640
30000630	Public Works Supervisor II	56,763	75,670	1.00	75,672	1.00	75,672	1.00	75,672
30000766	Raceway Maintenance Supervisor	59,634	79,518	1.00	79,146	1.00	79,524	1.00	79,524
30000767	Raceway Manager	68,994	92,726	1.00	92,724	1.00	92,724	1.00	92,724
30000268	Recreation Coord I-Aquatics	40,144	49,213	9.00	422,349	9.00	432,828	9.00	432,828
30000269	Recreation Coord I-At-Risk Yth	40,144	49,213	2.00	96,070	2.00	98,424	2.00	98,424
30000271	Recreation Coord I-Computer Lab	40,144	49,213	1.00	40,140	1.00	40,140	1.00	40,140
30000273	Recreation Coord I-Disabled Citizens	40,144	49,213	2.00	98,424	2.00	98,424	2.00	98,424
30000274	Recreation Coord I-Environmental	40,144	49,213	1.00	49,212	1.00	49,212	1.00	49,212
30000276	Recreation Coord I-Generalist	40,144	49,213	31.00	1,494,993	31.00	1,498,628	31.00	1,498,628
30000278	Recreation Coord I-Multnomah Art	40,144	49,213	1.00	49,212	1.00	49,212	1.00	49,212
30000275	Recreation Coord I-Public Events	40,144	49,213	1.00	40,449	0.00	(5)	0.00	(5)
30000280	Recreation Coord I-Senior	40,144	49,213	1.00	49,212	1.00	49,212	1.00	49,212
30000282	Recreation Coord I-Tennis	40,144	49,213	1.00	49,212	1.00	49,212	1.00	49,212
30000284	Recreation Coord II-Aquatics	42,598	52,437	4.00	209,760	4.00	209,760	4.00	209,760
30000285	Recreation Coord II-Comnty Music	42,598	52,437	1.00	50,940	1.00	51,940	1.00	51,940
30000288	Recreation Coord II-Fitness	42,598	52,437	1.00	52,440	1.00	52,440	1.00	52,440
30000289	Recreation Coord II-Generalist	42,598	52,437	4.00	192,411	4.00	202,214	4.00	202,214
30000290	Recreation Coord II-Multnomah Art	42,598	52,437	1.00	52,440	1.00	52,440	1.00	52,440
30001133	Recreation Coord II-Outreach Svcs	42,598	52,437	1.00	43,266	1.00	48,340	1.00	48,340
30000287	Recreation Coord II-Public Events	42,598	52,437	1.00	52,440	1.00	52,440	1.00	52,440
30000256	Recreation Leader-FT-Aquatics	28,246	40,768	2.00	69,012	2.00	69,012	2.00	69,012
30000257	Recreation Leader-FT-Comnty Music	28,246	40,768	1.00	34,908	1.00	37,493	1.00	37,493
30000258	Recreation Leader-FT-Custmr Svc	28,246	40,768	5.00	203,820	5.00	203,820	5.00	203,820
30000259	Recreation Leader-FT-Disabled	28,246	40,768	1.00	40,764	1.00	40,764	1.00	40,764
30000261	Recreation Leader-FT-Generalist	28,246	40,768	5.00	162,376	4.00	120,230	4.00	120,230
30000262	Recreation Leader-FT-Pre-School	28,246	40,768	2.00	81,528	2.00	81,528	2.00	81,528
30000266	Recreation Leader-FT-Senior	28,246	40,768	2.00	69,012	2.00	69,012	2.00	69,012
30000267	Recreation Leader-FT-Tennis	28,246	40,768	1.00	28,248	1.00	28,248	1.00	28,248
30000744	Recreation Supervisor I	56,763	75,670	10.00	658,304	10.00	674,895	10.00	674,895
30000349	Right of Way Agent II	50,086	63,898	1.00	50,088	1.00	52,128	1.00	52,128
30000350	Right of Way Agent III	60,840	77,709	1.00	67,688	1.00	71,032	1.00	71,032
30000485	Safety & Risk Officer I	62,629	83,637	1.00	83,629	1.00	83,640	1.00	83,640
30000754	Senior Recreation Program	59,634	79,518	1.00	78,776	1.00	79,524	1.00	79,524
30000928	Sports Management Supervisor	59,634	79,518	1.00	79,524	1.00	79,524	1.00	79,524
30001030	SUN Community Schools Rec	59,634	79,518	1.00	75,876	1.00	78,984	1.00	78,984
30001029	Therapeutic Rec & Inclusion	59,634	79,518	1.00	59,628	1.00	61,464	1.00	61,464
30000250	Tree Inspector	50,398	60,570	9.00	535,008	8.00	474,432	8.00	474,432

Class	Title	Salary Range		Revised FY 2009–10		Requested FY 2010–11		Proposed FY 2010–11	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000080	Turf Maintenance Technician	39,042	47,798	17.66	774,096	15.30	731,292	15.30	731,292
30000763	Urban Forestry Supervisor	59,634	79,518	1.00	79,524	1.00	79,524	1.00	79,524
30000076	Utility Worker I	39,811	43,306	13.00	556,020	13.00	556,020	13.00	556,020
30000077	Utility Worker II	43,306	46,550	21.00	968,058	20.00	922,860	20.00	922,860
30000499	Volunteer Program Coordinator	56,763	75,670	1.00	75,672	1.00	75,672	1.00	75,672
30000123	Welder	50,835	55,224	1.00	55,224	1.00	55,224	1.00	55,224
TOTAL FULL-TIME POSITIONS				427.24	\$ 23,796,879	418.80	\$ 23,680,584	418.80	\$ 23,680,584
30000433	Administrative Specialist, Sr	41,475	63,856	0.90	40,896	0.88	52,026	0.88	52,026
30000252	Horticulturist	43,430	52,478	0.60	28,504	0.60	29,724	0.60	29,724
30000263	Recreation Leader-FT-Pottery	28,246	40,768	0.90	31,840	0.00	0	0.00	0
30000262	Recreation Leader-FT-Pre-School	28,246	40,768	3.60	128,607	3.46	127,704	3.46	127,704
TOTAL PART-TIME POSITIONS				6.00	\$ 229,847	4.94	\$ 209,454	4.94	\$ 209,454
30000315	Botanic Spec I-Generalist	50,731	64,750	1.00	53,934	0.00	0	0.00	0
30000686	Capital Project Manager II	65,811	88,046	3.00	206,184	0.50	37,794	0.50	37,794
30000687	Capital Project Manager III	68,994	92,726	1.00	92,724	0.00	0	0.00	0
30000450	Management Assistant	44,533	68,619	0.90	34,740	0.00	0	0.00	0
30000269	Recreation Coord I-At-Risk Yth	40,144	49,213	3.90	181,722	0.00	0	0.00	0
30000278	Recreation Coord I-Multnomah Art	40,144	49,213	0.67	28,614	1.00	46,596	1.00	46,596
30000979	Recreation Coord II-At-Risk Yth	42,598	52,437	1.00	49,212	0.00	0	0.00	0
TOTAL LIMITED TERM POSITIONS				11.47	\$ 647,130	1.50	\$ 84,390	1.50	\$ 84,390

Portland Parks & Recreation

BUDGET DECISIONS

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

ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY 2010-11	40,806,958	17,117,019	57,923,977	431.57	FY 2010-11 Current Appropriation Level
CAL Adjustments	0	0	0	0.00	None
Mayor's Proposed Budget Decisions	(85,767)	0	(85,767)	0.00	Interagency savings resulting from OMF reductions
	(197,396)	0	(197,396)	0.00	Cut - Pass Throughs
	(107,000)	0	(107,000)	0.00	Cut - Administration
	(24,080)	0	(24,080)	0.00	Cut - Workforce and Community Alliance 2.5% M&S
	(4,000)	0	(4,000)	0.00	Cut - Safety & Training
	(53,000)	0	(53,000)	0.00	Cut - Athletics
	(24,000)	0	(24,000)	0.00	Cut - Aquatics
	(10,000)	0	(10,000)	0.00	Cut - Environmental Education
	(20,000)	0	(20,000)	0.00	Cut - Athletic Field Services M&S
	(23,000)	0	(23,000)	0.00	Cut - Property Acquisitions, Prof Services
	(179,440)	0	(179,440)	0.00	Cut - Summer Playgrounds
	(7,777)	0	(7,777)	0.00	Cut - SUN Schools
	0	(20,000)	(20,000)	0.00	Cut - Planning & Corporate Strategy Prof Serv
	0	(56,000)	(56,000)	(1.00)	Cut - Customer Service Center, Events/
	(69,000)	0	(69,000)	0.00	Cut - Security Services Multco Animal Control
	(120,000)	0	(120,000)	(1.00)	Cut - Community Centers w/ Pools
	0	(160,000)	(160,000)	0.00	Cut - Community Centers w/o Pools
	(26,000)	0	(26,000)	0.00	Cut - Maintenance Parks, Zones
	0	(62,500)	(62,500)	0.00	Cut - Maintenance, Trees, Dutch Elm Treatment
	(105,000)	0	(105,000)	0.00	Cut - Natural Areas & Trails Revegetation
	(63,000)	0	(63,000)	(0.83)	Cut - Turf, Irrigation, Sports Fields
	(81,000)	0	(81,000)	(1.00)	Cut - Maintenance, Tree Inspections
	(42,660)	0	(42,660)	(0.50)	Cut - Volunteer and Security Services
	(62,000)	0	(62,000)	(1.00)	Cut - Maintenance, Equipment Reduced Coverage
	0	(170,000)	(170,000)	0.00	Cut - Maintenance, Facilities Staffing and M&S
	0	0	0	(1.00)	Golf - Staff Reduction
	0	(500,000)	(500,000)	0.00	COLA Reductions from 2009-10
	0	0	0	0.00	BES IA for Forestry & Natural Areas
	0	4,000	4,000	0.00	Revenue - Community Centers w/o pools
	0	15,000	15,000	0.00	Revenue - Community Centers w/ pools
	0	42,857	42,857	0.00	Revenue - Customer Service Center
	0	8,000	8,000	0.00	Revenue - Planning
	0	30,000	30,000	0.00	Revenue - Property, Contracts, Acquisitions
	0	10,000	10,000	0.00	Revenue - Environmental Education
	0	1,000	1,000	0.00	Revenue - Senior Recreation
	0	300,000	300,000	0.00	Add - Teen Programming
	100,440	79,000	179,440	0.00	Add - Summer Playgrounds
	(43,862)	0	(43,862)	0.00	Adjustments for BES IA Not Recieved
	(1,247,542)	(478,643)	(1,726,185)	(6.33)	Total FY 2010-11 Decision Packages
			\$ 56,197,792	425.24	Total Proposed Budget



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Bureau of Environmental Services

Public Utilities Service Area

Dan Saltzman, Commissioner-in-Charge

Dean Marriott, Director

Bureau Summary

BUREAU MISSION

The Bureau of Environmental Services, Portland's clean river agency, serves the Portland community by protecting public health, water quality, and the environment.

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

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

BUREAU OVERVIEW

Seven major functional program areas serve over 570,000 people.

The bureau operates and maintains sanitary sewer and stormwater collection systems serving approximately 576,000 people. The bureau's activities are supported with retail sewer and stormwater charges, wholesale contract revenues from surrounding jurisdictions, and reimbursements for services provided to other bureaus. This budget includes 527 full-time equivalent positions and is organized into seven primary functional program areas: Engineering Services, Pollution Prevention Services, Watershed Services, Wastewater Services, Portland Harbor, Healthy Working Rivers and Administrative Services.

The Proposed Budget reflects a 16.5% decrease in operating and capital expenditures from the FY 2009-10 Revised Budget level.

The FY 2010-11 Proposed Budget for operating and capital expenditures is \$325.2 million, \$64.4 million or 16.5% lower than the Revised Budget for FY 2009-10. The Capital Improvement Program decreases \$64.6 million over the current year which is primarily due to decreases in Combined Sewer Overflow abatement, specifically the Balch Consolidation Conduit, Portsmouth Force Main and Eastside CSO projects.

The operating portion of the Proposed Budget is 0.5% (\$500,000) higher than the FY 2009-10 Revised Budget. The small increase is the result of budget reductions of four percent from the FY 2009-10 budget and the elimination of the Intergovernmental Relations Program.

STRATEGIC DIRECTION

Environmental Issues **Combined Sewer Overflows (CSO)**

The City is subject to Oregon Department of Environmental Quality (DEQ) administrative orders regarding overflows from the bureau's combined sewer and stormwater collection system. The City has agreed to eliminate CSO discharges that violate applicable water quality standards by December 1, 2011. The FY 2010-11 Proposed Budget includes \$113.9 million of CSO capital costs.

Portland Harbor Superfund

The bureau represents the City's interests on the Portland Harbor Superfund site by working with DEQ to identify and reduce sources of contamination conveyed to the Willamette River via stormwater outfalls, and with other stakeholders to assess current and past land use practices within the lower-Willamette drainage basin. This information will be used in the Superfund process over the next several years to assess the City's potential liability for cleanup activities. The FY 2010-11 Proposed Budget includes \$5.4 million of expenditures related to the Portland Harbor Superfund.

Healthy Working Rivers

Healthy Working Rivers (HWR) will integrate environmental restoration, economic development and community involvement for the Portland segments of the Willamette and Columbia Rivers. HWR will facilitate river-related projects contributing to City and regional economic prosperity, implement habitat improvement projects to restore and protect riparian ecological functions. The Proposed Budget includes funding of \$598,634 for four positions, as well as funding for technical support.

Water Quality Compliance

Compliance with the City's National Pollution Discharge Elimination System (NPDES) stormwater permit and with total maximum daily load (TMDL) regulations issued by DEQ requires modeling and evaluation of citywide pollutant loads, stormwater runoff volumes, and the effectiveness of stormwater management program implementation. The bureau must also comply with underground injection control (UIC) regulations issued by DEQ for the City's approximately 8,500 stormwater sumps. The Proposed Budget contains water quality compliance-related funding across a variety of bureau program areas including Watershed Services, Pollution Prevention Services, and Engineering Services.

Endangered Species Act Requirements

The bureau continues to develop and implement a comprehensive watershed framework for the protection of the Lower Columbia Steelhead and the Lower Columbia Chinook Salmon per the requirements of the Endangered Species Act. In addition, the bureau has also begun implementing procedures to comply with requirements related to the designation of the city's streams as critical habitat by the National Marine Fisheries Service. The FY 2010-11 Proposed Budget contains nearly \$1.2 million in Endangered Species Act-related funding in program areas including Watershed Services, Pollution Prevention Services, and Engineering Services.

Restoration and Remediation

The Proposed Budget includes funding for continued flood management and watershed restoration activities in the Johnson Creek watershed and pursuant to a consent order between the City and DEQ, funding for the identification and characterization of contaminated sediment sites in the Columbia Slough.

Operational Issues

The Proposed Budget includes \$48.3 million to support the operation and maintenance of 1,446 miles of separated sanitary and stormwater sewers, 878 miles of combined sewer lines that carry both sanitary waste and stormwater runoff, 97 pump stations, two wastewater treatment plants with a combined secondary treatment capacity of 108 million gallons per day, 651 pollution reduction facilities, and 101 stormwater detention facilities. The FY 2010-11 Proposed Budget includes costs associated with increased inspection, cleaning and repair of sewer system assets.

Infrastructure

Also included in the Proposed Budget is \$46.5 million to support capital repair and replacement of sewer system assets to prevent catastrophic failures. More than 30% of the collection system is over 80 years old and maintenance needs are anticipated to increase significantly in the near future. The bureau has committed to providing funds for repair of structurally deficient portions of the sewer collection system, and the long-term financial forecast anticipates significant increases in the capital maintenance budget beyond completion of the CSO program.

Watershed Opportunities

The Proposed Budget includes \$1.5 million for each year of the five-year CIP to fund innovative watershed enhancements. Priority will be given to projects that leverage other funding sources, demonstrate new technologies, and/or address multiple watershed health goals. Additionally, the bureau is investing \$48 million over the next four years to ensure Portland continues to grow in a way that protects and enhances watershed health. The Grey to Green initiative will add 43 acres of ecoroofs, construct 920 Green Street facilities, plant 33,000 yard trees and 50,000 street trees, set up the fight against invasive weeds, replace eight culverts that block fish passage, and purchase 419 acres of high priority natural areas.

Service Improvement Plan

Asset Management

Providing wastewater and stormwater utility services is capital intensive. It relies on infrastructure such as pipes, pumps, treatment facilities, as well as the natural environment including surface and ground water, topography, soils and vegetation to provide essential services to customers. The bureau has sought to discover and apply leading asset management principles, participating in the Water Services Association of Australia's asset management benchmarking program. This has led to formulation of an asset management framework and implementation plan. The next step is to implement key asset management elements. The bureau has initiated a comprehensive asset management program. The following will be completed by June 30, 2011:

Establish Levels of Service (LOS) reflecting the desired performance outcomes important to the bureau's customers or required by regulators, and which reflect the major business processes, asset categories or mission areas of the Bureau.

Define performance measures for each major business process of the bureau necessary to meet a given LOS.

Develop and publish a business case process for prioritizing capital and operating projects, including definitions of business risk, triple bottom line criteria and determining consequence and likelihood of failure.

Integrate Asset Management principles into three infrastructure planning projects: sewer rehabilitation, plants and pump station operations and maintenance and the Stephens Creek stormwater system plan.

Tiered Extra Strength Rates

Currently, 83 commercial and industrial customers are charged for sanitary sewage based on the measured strength of their discharge. As many as 2,500 other customers may have discharge strength significantly higher than the residential or baseline strength. The bureau is developing a tiered system of strength-based rates for commercial and industrial customers that will improve both customer equity and pollution prevention incentives. First, more customers will pay rates proportional to their share of system costs attributable to discharge strength. Second, more customers will have a direct financial incentive to lower their rates by implementing best management practices for grease management, which contributes to sewer blockages and raises maintenance costs borne by all ratepayers. The intent is to make this change revenue-neutral for commercial customers in the aggregate.

We estimate that full implementation using a phased approach will take approximately three years. The following will be completed by June 30, 2011:

Finalize and enact City Code, Administrative Rules, necessary billing system enhancements, and other business practices that facilitate and support program implementation.

Develop and implement an outreach plan that includes a communication strategy for all affected stakeholders and specific outreach strategies for individual business sectors.

Initiate the program in a phased approach beginning with supermarkets, which generally have the highest discharge volumes, greatest loading, and the fewest number of accounts in comparison to other affected business sectors.

Conduct initial evaluation of program success through representative sampling of customer's discharges and verification of the effectiveness of best management practice implementation.

Diversity in the Recruitment Process

In 2009 the bureau's Diversity Committee convened employee focus groups to explore in greater depth specific workplace issues identified through internal workplace environment surveys. One of the recommendations emerging from these conversations concerned workplace diversity. The groups thought that the bureau should provide broader recruitment opportunities to reach a more diverse pool of candidates for internships and new hires. Following these recommendations, the bureau's Leadership Team has worked with the Diversity Committee to establish a framework for enhancing diversity in the hiring process. The following will be completed by June 30, 2011:

Establish workgroup to review current outlets for job and intern postings, and develop recommendations for expanding postings. Research and identify new and developing best practices in diversity hiring.

Seek feedback from existing partners who provide intern and entry-level job candidates; expand relationships with these partners, jointly explore ways to find a wider range of candidates.

SUMMARY OF BUDGET DECISIONS

The Proposed Budget, including the following decision packages, will require a 6.1% average rate increase.

Cost Savings

This package comprises reductions that represent removal of one-time expenditures from the current budget, savings from past projects and completed programs or program expenditures, or savings on new contracts.

- ◆ \$280,000 reduction of external materials and services within Wastewater Services to reflect savings for biosolids transportation and land application with the new Sherman/Wasco County contract.
- ◆ \$10,000 reduction of internal materials and services for savings from eliminating 20 land lines at the Columbia Boulevard Wastewater Treatment Plant.
- ◆ \$55,000 reduction of external materials and services to reflect reduced needs for outside legal council, technical assistance with East Buttes drainage issues, completion of certain education and outreach tasks, and minor reductions in memberships and dues, office supplies and special events expenditures.
- ◆ \$68,500 reduction to reflect efficiencies in water quality monitoring.
- ◆ \$700,000 reduction in Portland Harbor external materials and to reflect lower anticipated payments to the Lower Willamette Group.
- ◆ \$125,000 to reflect lower anticipated needs for outfall investigations.
- ◆ \$100,000 to reflect work shifting from significant investigation work to preparation of the Remedial Investigation and Feasibility Study report.
- ◆ \$91,000 reduction within Pollution Prevention for capital outlay by to reflect one-time capital equipment purchases.
- ◆ \$36,025 reduction of external materials and services within Administrative Services, to reflect reductions in minor equipment expenditures and corrections in the training budget.
- ◆ \$50,000 reduction of external materials and services within Engineering Services, to reflect a planned phasing down of the Downspout Disconnect program.
- ◆ \$20,000 reduction to reflect lower Visa fees corresponding to a reduction in permitting activity.

Minimal Risk to Service Delivery

This package comprises reductions in external support, materials and supplies, and deferrals of expenditures that would have minimal risk to programs and services.

- ◆ \$76,044 within Administrative Services reduction of personal services for elimination of a vacant insurance specialist position.
- ◆ \$59,424 for elimination of intern support in information management.
- ◆ \$60,570 in external materials and services for reductions in training, travel and education.
- ◆ \$50,000 to eliminate reimbursements to property owners for sewer-related cleanups.
- ◆ \$39,000 for miscellaneous expenditures, tools, and supplies.
- ◆ \$74,000 for reductions in professional services.

- ◆ \$100,000 internal materials and services to reflect lower spending on copying services and postage.
- ◆ \$192,344 in Portland Harbor, in external materials and services for reductions in professional services and external agreements supporting the City's CERCLA response.
- ◆ \$40,000 within Engineering Services, reduction of personal services to reflect holding an engineering tech position vacant.
- ◆ \$270,000 for reduction in external materials and services for support of CSO facilities planning and stormwater facilities inventory.
- ◆ \$40,000 within Pollution Prevention for reduced CSO legal expenditures.
- ◆ \$77,290 reduction of personal services for eliminating three community aide positions in support of site analysis, industrial projects and Brownfields.
- ◆ \$61,716 for eliminating a vacant laboratory analyst position.
- ◆ \$25,000 in external materials and services for reductions in minor equipment and operating supplies for environmental investigations.
- ◆ \$18,051 within Watershed Services, reduction of personal services for elimination of intern position in Science, Fish and Wildlife.
- ◆ \$45,000 in external materials and services for reduced support for DEQ oversight and reduced outside support for permit renewal and reporting activities.
- ◆ \$47,500 for training, travel, modeling, and contractor support for watershed management planning.
- ◆ \$40,000 Within Wastewater Services, reduce external materials and services for elimination of non-required training and most out-of-town travel.

Deferred or Reduced Maintenance

This package comprises reductions corresponding to either deferrals of or ongoing reductions to maintenance activities.

- ◆ \$72,156 within Wastewater Services, reduce personal services to hold an industrial painter position vacant for one year.
- ◆ \$190,000 reduction in external materials and services to reflect three fewer truckloads per day of biosolids transported from the Wastewater Treatment Plant.
- ◆ \$50,000 to eliminate funding for enhancement to the Synergen asset management software.
- ◆ \$58,000 for reduced supply expenditures associated with holding the industrial painter position vacant.
- ◆ \$25,000 for a reduction in facilities landscaping activities performed by Parks.
- ◆ \$409,000 reduction in capital outlay defer replacement of capital equipment (vehicles) used by bureau for one year.
- ◆ \$200,000 to defer replacement of equipment used by PBOT-MO.
- ◆ \$16,800 within Pollution Prevention to reduce internal materials and services for reduced maintenance expenditures at the Water Pollution Control Laboratory.
- ◆ \$10,000 within Watershed Services reduce external materials and services for reduced naturescaping services.

Program Emination

The Mayor's Proposed Budget eliminated the Intergovernmental Relations Program for savings of \$396,254 and the reduction of two FTEs.

Rate Impacts

Funding the Proposed Budget will require an increase of 6.1% in the average single-family residential sewer and stormwater bill.

Bureau of Environmental Services

SUMMARY OF BUREAU BUDGET

	Actual FY 2007-08	Actual FY 2008-09	Revised FY 2009-10	Requested FY 2010-11	Proposed FY 2010-11
RESOURCES					
External Revenues					
Licenses and Permits	1,287,994	1,094,165	1,500,000	1,344,208	1,270,000
Charges for Services	214,620,617	223,378,300	237,274,193	249,632,936	246,001,716
Intergovernmental	1,906,655	1,542,810	4,989,804	4,232,200	4,232,200
Bond & Note	423,096	33,297	600,000	450,000	450,000
Miscellaneous	2,585,859	2,540,360	1,340,000	720,000	720,000
Total External Revenues	220,824,221	228,588,932	245,703,997	256,379,344	252,673,916
Internal Revenues					
Fund Transfers - Revenue	189,005,659	182,507,656	296,631,531	264,284,613	264,294,613
Interagency Revenue	1,976,699	1,923,703	4,204,020	2,292,265	2,187,265
Total Internal Revenues	190,982,358	184,431,359	300,835,551	266,576,878	266,481,878
Beginning Fund Balance	48,837,566	37,921,339	25,551,401	42,700,000	42,700,000
TOTAL RESOURCES	\$ 460,644,145	\$ 450,941,630	\$ 572,090,949	\$ 565,656,222	\$ 561,855,794
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.					
EXPENDITURES					
Bureau Requirements					
Personal Services	45,691,358	48,971,195	51,998,636	55,334,008	53,711,434
External Materials & Services	52,368,592	58,994,020	49,972,867	50,110,605	48,328,277
Internal Materials & Services	31,371,915	33,567,373	40,228,930	38,548,118	39,171,101
Capital Expenses	140,401,628	112,277,110	247,386,222	184,380,634	184,020,154
Total Bureau Requirements	269,833,493	253,809,698	389,586,655	328,373,365	325,230,966
Fund Requirements					
Contingency	0	0	16,847,728	40,082,360	39,434,331
Fund Transfers - Expense	157,708,966	158,333,517	151,944,102	195,093,807	195,083,807
Bond Expenses	7,002,214	1,692,854	13,512,464	1,906,690	1,906,690
Unappropriated Fund Balance	26,099,472	37,105,561	200,000	200,000	200,000
Total Fund Requirements	190,810,652	197,131,932	182,504,294	237,282,857	236,624,828
TOTAL EXPENDITURES	\$ 460,644,145	\$ 450,941,630	\$ 572,090,949	\$ 565,656,222	\$ 561,855,794
PROGRAMS					
Administration & Support			20,292,256	20,385,693	19,541,191
Engineering			294,414,847	233,205,648	231,844,464
Healthy Working Rivers			801,491	764,018	598,634
Pollution Prevention			7,271,812	7,062,656	6,963,448
Portland Harbor			6,432,434	5,400,212	5,389,545
Wastewater			44,487,616	45,868,936	45,681,322
Watershed			15,886,199	15,686,202	15,212,362
TOTAL PROGRAMS	\$	\$	\$ 389,586,655	\$ 328,373,365	\$ 325,230,966
Note: Historical program information is not available due to the level at which budget figures were converted to the new EBS cost structure.					

Bureau of Environmental Services

CIP SUMMARY

This table summarizes Capital Improvement Plan project costs by capital programs.

Bureau Capital Program	Revised		Proposed	Capital Plan				
	Prior Years	FY 2009–10	FY 2010–11	FY 2011–12	FY 2012–13	FY 2013–14	FY 2014–15	5–Year Total
Environmental Services								
Combined Sewer Overflow								
Balch Consolidation	1,995,449	35,304,000	28,625,000	6,520,000	0	0	0	35,145,000
ECSO Sys Startup	0	269,000	401,000	256,000	0	0	0	657,000
ECSO Project Mgmt	257,395,752	67,218,000	50,100,000	9,370,000	0	0	0	59,470,000
Non CSO OCIP 3	374,542	1,400,000	1,200,000	300,000	0	0	0	1,500,000
Portsmouth Force Mai	4,043,142	30,621,000	13,200,000	350,000	0	0	0	13,550,000
Sellwood CSO PS	226,095	5,019,000	10,000,000	5,048,000	0	0	0	15,048,000
Sellwood Interceptor	472,684	1,748,000	450,000	0	0	0	0	450,000
Swan Is Pump Station	389,226	4,000,000	6,000,000	0	0	0	0	6,000,000
Wet Weather Scr Fac	2,133,757	4,193,000	4,000,000	0	0	0	0	4,000,000
Total Combined Sewer Overflow	267,030,647	149,772,000	113,976,000	21,844,000	0	0	0	135,820,000
Maintenance and Reliability								
Ash Creek Sewer Reha	0	0	1,150,000	0	0	0	0	1,150,000
BCH/ESX/OAK PREDESIG	0	0	5,643,000	0	56,000	356,000	740,000	6,795,000
Central Balch B	0	0	0	0	0	111,000	675,000	786,000
East Nicolai	0	0	0	100,000	452,000	2,926,000	2,304,000	5,782,000
Fanno Basin System I	791,615	19,151,000	21,207,000	5,939,000	6,440,000	0	0	33,586,000
Fanno Creek I/I	0	0	200,000	801,000	651,000	651,000	2,000,000	4,303,000
Fanno/Tryon Maintena	0	0	0	157,000	1,458,000	0	0	1,615,000
Far North Nicolai	0	0	0	421,000	1,821,000	1,528,000	0	3,770,000
Fremont	0	0	0	0	0	699,000	3,040,000	3,739,000
Lent1&2 Relief/Recon	0	0	0	0	0	0	1,627,000	1,627,000
Maintenance Capital	8,689,526	230,000	230,000	230,000	230,000	230,000	230,000	1,150,000
Maintenance Capital	30,911,265	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	12,500,000
NE 60th Sewer Rehab	40,077	4,919,000	5,000,000	0	0	0	0	5,000,000
Nicolai Grst&PipeRec	0	0	0	0	0	513,000	1,591,000	2,104,000
North Tanner	0	0	0	0	946,000	745,000	1,767,000	3,458,000
NW 23rd Sewer Rehab	71,113	1,296,000	101,000	0	0	0	0	101,000
NWN BCC 1&2	0	300,000	402,000	283,000	2,446,000	2,488,000	0	5,619,000
Phase 2 Pipe Rehab	0	0	500,000	3,000,000	10,000,000	15,000,000	20,000,000	48,500,000
SE 12th & Gideon Rec	0	0	600,000	205,000	1,817,000	1,816,000	3,000	4,441,000
SE 34th & Grant Reco	0	0	0	0	7,000	930,000	1,015,000	1,952,000
SE 41st Rec&Grst(22)	0	0	0	0	0	39,000	426,000	465,000
SE 41st&IvonGrst(25)	0	0	65,000	71,000	17,000	5,000	0	158,000
SE 9th Grst (TGD-02)	0	0	0	105,000	331,000	32,000	19,000	487,000
SE Clay-Taylor GRST	330,635	3,925,000	242,000	242,000	0	0	0	484,000
SE Clinton-Caruthers	0	75,000	280,000	190,000	60,000	7,000	0	537,000
SE Div Rec&Grst (15)	0	685,000	735,000	3,828,000	3,171,000	32,000	27,000	7,793,000
SE Haw Rec Grst (23)	0	0	0	0	96,000	1,033,000	1,054,000	2,183,000
SE Interceptor Rehab	0	0	0	0	663,000	663,000	3,314,000	4,640,000
SE Madison Grst (34)	0	0	134,000	184,000	17,000	6,000	0	341,000
SE Powell Rec & Grst	0	0	0	525,000	622,000	2,902,000	2,902,000	6,951,000
SE SalmRec&Grst (26)	0	0	0	0	30,000	128,000	508,000	666,000
SE Tanner	0	0	0	0	0	0	546,000	546,000
SETibbettsHarrisonGS	0	732,000	1,580,000	279,000	0	0	0	1,859,000
Sewer Structural Reh	249,452	4,894,000	3,275,000	2,874,000	0	0	0	6,149,000
Stark Inflow Control	0	0	697,000	110,000	416,000	413,000	0	1,636,000
Sulvn/Strk/Hldy Pred	9,082,688	0	500,000	500,000	1,662,000	2,450,000	8,478,000	13,590,000
Taggart BCD -TG-3	0	0	0	0	0	0	248,000	248,000
Taggart D Phase2	0	0	0	0	0	0	1,000,000	1,000,000
Tryon Creek I/I	0	0	771,000	1,002,000	4,690,000	4,691,000	0	11,154,000
Tryon San Sw Protect	0	250,000	265,000	1,229,000	1,503,000	0	0	2,997,000
Willmt Intercept Upd	0	0	0	0	160,000	622,000	1,167,000	1,949,000
Woods Outfall Discon	0	865,000	400,000	0	0	0	0	400,000
Total Maintenance and Reliability	50,166,371	39,822,000	46,477,000	24,775,000	42,262,000	43,516,000	57,181,000	214,211,000
Sewage Treatment Systems								
Ankeny PS Upgrade	218,002	1,448,000	2,462,000	4,462,000	3,098,000	0	0	10,022,000
CBWTP 2nd Proc Impr	0	4,276,000	3,507,000	6,000,000	8,000,000	1,000,000	0	18,507,000
CBWTP CEPT	0	661,000	4,218,000	902,000	0	0	0	5,120,000

This table summarizes Capital Improvement Plan project costs by capital programs.

Bureau Capital Program Project	Revised		Proposed	Capital Plan				5-Year Total
	Prior Years	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	
CBWTP Digester Expan	780,087	12,432,000	12,132,000	2,240,000	1,600,000	760,000	0	16,732,000
CBWTP Lagoon Reconst	2,069,545	0	1,384,000	2,700,000	2,373,000	2,190,000	4,542,000	13,189,000
CBWTP Office Buildin	0	0	0	0	0	0	240,000	240,000
CBWTP Scnd Trmt Expa	0	0	1,775,000	2,864,000	2,863,000	23,694,000	23,694,000	54,890,000
CBWTP TWAS Piping Up	0	0	0	122,000	826,000	0	0	948,000
PS Improvements - Sh	25,443,646	1,591,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	12,500,000
Rehab; Repair & Modi	19,778,780	1,808,000	1,808,000	1,939,000	1,987,000	1,987,000	1,987,000	9,708,000
TCWTP Hdwrk-Prim Cla	0	0	168,000	320,000	0	0	711,000	1,199,000
Total Sewage Treatment Systems	48,290,060	22,216,000	29,954,000	24,049,000	23,247,000	32,131,000	33,674,000	143,055,000
Surface Water Management								
ALSOP-BROWNWOOD	7,886,385	0	61,000	61,000	61,000	251,000	892,000	1,326,000
Crystal Springs Culv	0	0	0	0	0	200,000	923,000	1,123,000
CS Outfalls Predesig	0	0	155,000	155,000	155,000	154,000	0	619,000
Fanno/Tryon WQ TMDL	776,662	110,000	100,000	426,000	1,975,000	1,923,000	2,381,000	6,805,000
G2G Land Acquisition	0	5,555,000	7,060,000	6,820,000	8,390,000	6,365,000	0	28,635,000
Luther Rd Hab Rstrn	97,021	210,000	373,000	1,106,000	10,000	0	0	1,489,000
NE 148TH BASIN WQF P	121,619	4,282,000	2,037,000	0	0	0	0	2,037,000
NW Pettygrove GrSt	0	0	147,000	0	0	0	0	147,000
PH1: Oaks B. Culvert	0	107,224	2,624,000	3,403,000	0	0	0	6,027,000
S.Foster-E.Lents Ph2	0	0	0	914,000	4,070,000	4,070,000	56,000	9,110,000
S.Foster-E.Lents Pha	420,997	900,000	1,737,000	1,603,000	0	0	0	3,340,000
SE Clay/9th & 10th	0	200,000	150,000	0	0	0	0	150,000
SE Foster Rd. Draina	0	0	102,000	0	0	0	0	102,000
SE Platt Ave WQF	0	0	147,000	0	0	0	0	147,000
Slough Infrastructur	0	0	943,000	1,140,000	145,000	15,000	15,000	2,258,000
Stephens Crk Monitor	0	0	14,000	14,000	14,000	14,000	0	56,000
UIC Improvements - G	156,050	2,133,000	1,883,000	1,304,000	2,105,000	3,511,000	2,000,000	10,803,000
Watershed Investment	0	2,300,000	2,000,000	1,500,000	1,500,000	1,500,000	1,500,000	8,000,000
Wellhead Sump Retrof	170,089	208,000	779,000	0	0	0	0	779,000
West Lents Flood Mit	428,108	0	0	0	0	0	778,000	778,000
Total Surface Water Management	10,056,931	16,005,224	20,312,000	18,446,000	18,425,000	18,003,000	8,545,000	83,731,000
Systems Development								
BES Permit Projects	11,194,271	721,000	525,390	725,000	725,000	725,000	725,000	3,425,390
BTE INTERAGENCY SHEL	7,578,004	277,000	277,000	277,000	277,000	277,000	277,000	1,385,000
Drainage Improvement	2,232,967	28,000	28,000	28,000	28,000	28,000	28,000	140,000
Eastside StCar Pkg 3	0	0	2,010,000	0	0	0	0	2,010,000
Lents San Swr Extens	305,619	7,184,844	1,405,000	0	0	0	0	1,405,000
Party Sewers	0	1,500,000	1,750,000	1,500,000	1,500,000	2,000,000	2,000,000	8,750,000
Permit Reimbursement	950,027	43,000	43,000	43,000	43,000	43,000	43,000	215,000
Ptld-Milw Light Rail	0	0	2,118,000	226,000	226,000	226,000	226,000	3,022,000
S AIRPORT 4	0	0	2,086,000	6,000	0	0	0	2,092,000
SE 83rd Pump Station	200,945	1,284,412	672,000	0	0	0	0	672,000
SE Claybourne &134th	0	0	0	296,000	130,000	2,255,000	0	2,681,000
SE FOSTER & 122ND	0	535,017	349,000	0	0	0	0	349,000
Total Systems Development	22,461,833	11,573,273	11,263,390	3,101,000	2,929,000	5,554,000	3,299,000	26,146,390
Total Environmental Services	\$398,005,842	\$239,388,497	\$221,982,390	\$ 92,215,000	\$ 86,863,000	\$ 99,204,000	\$102,699,000	\$602,963,390

Bureau of Environmental Services

FTE SUMMARY

Class	Title	Salary Range		Revised FY 2009-10		Requested FY 2010-11		Proposed FY 2010-11	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000063	Accountant II	49,171	60,070	5.75	323,715	6.00	347,685	6.00	347,685
30000434	Administrative Assistant	44,533	68,619	5.00	350,168	5.00	352,160	5.00	352,160
30000433	Administrative Specialist, Sr	41,475	63,856	3.00	181,624	3.00	188,509	3.00	188,509
30000436	Administrative Supervisor I	54,080	72,051	2.00	144,096	3.00	198,180	2.00	144,096
30000104	Automotive Equip Oper II: Tractor-	42,827	51,584	1.00	51,588	1.00	51,588	1.00	51,588
30000671	Biosolids/Reuse Program Manager	68,994	92,726	1.00	81,878	1.00	85,227	1.00	85,227
30000315	Botanic Spec I-Generalist	50,731	64,750	2.00	106,536	2.00	110,532	2.00	110,532
30000320	Botanic Spec II-Generalist	53,394	68,120	1.00	58,860	1.00	61,290	1.00	61,290
30000321	Botanic Spec II-Ntrl Resource	53,394	68,120	6.00	387,866	6.00	392,646	6.00	392,646
30000441	Business Operations Manager	74,214	98,862	2.00	192,592	2.00	195,992	2.00	195,992
30000442	Business Operations Manager, Sr	92,186	138,902	1.00	128,748	1.00	128,748	1.00	128,748
30000440	Business Operations Supervisor	65,811	88,046	1.00	88,044	1.00	88,044	1.00	88,044
30000448	Business Systems Analyst	56,763	75,670	1.00	67,996	1.00	70,780	1.00	70,780
30000447	Business Systems Analyst, Assistant	44,533	68,619	0.00	0	1.00	44,532	0.00	0
30000449	Business Systems Analyst, Sr	62,629	83,637	3.00	228,773	3.00	230,936	3.00	230,936
30000331	CAD Analyst	60,840	77,709	1.00	77,712	1.00	77,712	1.00	77,712
30000329	CAD Technician II	50,086	63,898	14.00	858,163	14.00	870,657	14.00	870,657
30000330	CAD Technician III	60,840	77,709	5.00	377,988	5.00	380,454	5.00	380,454
30000689	Capital Program Mgmt & Controls	85,800	116,293	1.00	94,578	1.00	98,459	1.00	98,459
30000399	Capital Project Manager I	60,840	77,709	2.00	141,192	2.00	145,245	2.00	145,245
30000686	Capital Project Manager II	65,811	88,046	3.00	238,800	3.00	241,638	3.00	241,638
30000243	Chemist	49,462	63,898	5.00	305,472	5.00	314,744	5.00	314,744
30000700	Communications Engineer	65,811	88,046	1.00	88,044	1.00	88,044	1.00	88,044
30000491	Community Outreach & Informtn	44,533	68,619	2.00	126,192	2.00	130,440	2.00	130,440
30000492	Community Outreach & Informtn Rep	54,080	72,051	1.00	72,048	1.00	72,048	1.00	72,048
30000493	Community Outreach & Informtn Rep	59,634	79,518	2.00	141,600	2.00	143,084	2.00	143,084
30000470	Contractor Dev Program Coordinator	62,629	83,637	1.00	66,624	1.00	68,904	1.00	68,904
30000455	Contracts Dev & Review	65,811	88,046	1.00	88,044	1.00	88,044	1.00	88,044
30000672	Data Acquisition & Mgmt Supervisor	68,994	92,726	1.00	92,724	1.00	92,724	1.00	92,724
30000733	Development Services Manager	79,830	106,288	1.00	106,284	1.00	106,284	1.00	106,284
30000333	Development Services Technician II	50,086	63,898	1.00	57,948	1.00	60,599	1.00	60,599
30000732	Development Supervisor I	62,629	83,637	1.00	75,672	1.00	78,003	1.00	78,003
30000576	Economist, Sr	65,811	88,046	1.00	78,084	1.00	81,021	1.00	81,021
30000635	Electrical/Instrumentation Supervisor	68,994	92,726	1.00	88,521	1.00	91,590	1.00	91,590
30000116	Electrician	63,606	68,661	6.00	411,984	6.00	411,984	6.00	411,984
30000121	Electrician/Instrument Technician	65,541	70,741	6.00	424,440	6.00	424,440	6.00	424,440
30000401	Electronic Systems Technician	50,086	63,898	3.00	190,170	3.00	191,700	3.00	191,700
30000665	Endangered Species Act Program	62,629	83,637	1.00	83,631	1.00	83,640	1.00	83,640
30000683	Engineer, Chief	101,421	145,205	2.00	290,400	2.00	290,400	2.00	290,400
30000682	Engineer, Principal	92,685	123,594	4.00	473,160	4.00	482,716	4.00	482,716
30000680	Engineer, Sr	80,226	106,954	10.00	991,460	10.00	1,026,628	10.00	1,026,628
30000681	Engineer, Supervising	86,237	114,982	12.00	1,277,330	12.00	1,323,850	12.00	1,323,850
30000365	Engineer-Civil	79,997	97,219	29.00	2,701,803	29.00	2,750,237	29.00	2,750,237
30000366	Engineer-Electrical	79,997	97,219	2.00	194,448	2.00	194,448	2.00	194,448
30000367	Engineer-Geotechnical	79,997	97,219	0.00	0	0.60	50,400	0.00	0
30000368	Engineer-Mechanical	79,997	97,219	1.00	84,337	1.00	88,543	1.00	88,543
30000358	Engineering Associate, Sr-Civil	69,160	88,171	11.00	873,309	11.00	903,018	11.00	903,018
30000360	Engineering Associate, Sr-	69,160	88,171	1.00	85,384	1.00	88,176	1.00	88,176
30000353	Engineering Associate-Civil	56,846	76,190	7.00	429,185	7.00	448,140	7.00	448,140
30000324	Engineering Technician I	37,378	50,086	1.00	50,088	1.00	50,088	1.00	50,088
30000325	Engineering Technician II	50,086	63,898	25.00	1,451,689	32.00	1,846,999	25.00	1,479,031
30000326	Engineering Technician III	60,840	77,709	7.00	527,112	7.00	529,152	7.00	529,152
30000859	Environmental Intergovernmental Rel	79,830	106,288	1.00	106,284	1.00	106,284	0.00	26,448
30000669	Environmental Monitoring Svcs	92,186	128,752	1.00	121,956	1.00	125,284	1.00	125,284
30000459	Environmental Policy Analyst	62,629	83,637	1.00	83,640	1.00	83,640	1.00	83,640
30000662	Environmental Program Coordinator	59,634	79,518	6.00	424,909	6.00	430,097	6.00	430,097
30000663	Environmental Program Manager	65,811	88,046	11.00	916,303	11.00	924,550	11.00	924,550
30000664	Environmental Program Manager, Sr	74,214	98,862	4.00	341,483	4.00	348,395	4.00	348,395
30000661	Environmental Program Specialist	54,080	72,051	3.00	203,480	3.00	205,916	3.00	205,916
30000419	Environmental Services Director	128,294	183,851	1.00	170,268	1.00	177,249	1.00	177,249
30000339	Environmental Specialist	60,840	77,709	26.00	1,846,592	26.00	1,887,071	26.00	1,887,071
30000337	Environmental Technician I	37,378	50,086	4.00	158,116	4.00	163,448	4.00	163,448
30000338	Environmental Technician II	50,086	63,898	34.00	2,048,121	35.10	2,145,218	34.00	2,086,886
30000712	Facilities Services Specialist	54,080	72,051	0.00	0	1.00	54,084	0.00	0
30000566	Financial Analyst, Assistant	44,533	68,619	0.00	0	1.00	44,532	0.00	0
30000569	Financial Analyst, Principal	74,214	98,862	4.00	389,868	4.00	393,606	3.00	319,386
30000341	GIS Technician I	37,378	50,086	1.00	50,088	1.00	50,088	1.00	50,088
30000342	GIS Technician II	50,086	63,898	3.00	178,723	3.00	184,459	3.00	184,459
30000343	GIS Technician III	60,840	77,709	2.00	155,424	2.00	155,424	2.00	155,424

FTE SUMMARY

Bureau of Environmental Services
Public Utilities Service Area

Class	Title	Salary Range		Revised FY 2009-10		Requested FY 2010-11		Proposed FY 2010-11	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000373	Graphics Designer III	60,840	77,709	1.00	77,712	1.00	77,712	1.00	77,712
30001080	Healthy Working Rivers Manager	85,800	116,293	1.00	88,008	1.00	91,008	1.00	91,008
30000340	Hydrogeologist	68,994	88,005	1.00	84,903	1.00	88,008	1.00	88,008
30000126	Industrial Machinist	51,355	55,806	1.00	55,812	1.00	55,812	1.00	55,812
30000157	Industrial Maintenance Millwright	51,355	55,806	28.00	1,549,380	28.00	1,549,380	28.00	1,549,380
30000114	Industrial Painter	50,835	55,224	1.00	50,832	1.00	50,832	1.00	50,832
30000214	Inf Syst Analyst III-GIS,Vertical	62,629	83,637	1.00	62,628	1.00	64,126	1.00	64,126
30000218	Inf Syst Analyst, Principal-Gen	74,214	98,862	2.00	197,736	2.00	197,736	2.00	197,736
30000880	Inf Syst Analyst, Principal-	74,214	98,862	1.00	98,868	1.00	98,868	1.00	98,868
30000606	Inf Syst Mgr-Enterprise Database	79,830	106,288	1.00	95,990	1.00	99,917	1.00	99,917
30000239	Instrument Technician	63,606	68,661	8.00	549,312	8.00	549,312	8.00	549,312
30000240	Instrument Technician, Lead	66,789	72,072	1.00	66,792	1.00	66,792	1.00	66,792
30000476	Insurance Specialist	54,080	72,051	1.00	54,084	0.00	0	0.00	0
30000241	Laboratory Analyst	42,099	53,186	7.00	354,762	6.00	317,578	6.00	317,578
30000670	Laboratory Manager	74,214	98,862	1.00	98,868	1.00	98,868	1.00	98,868
30000246	Laboratory Production Specialist	51,896	67,101	1.00	67,104	1.00	67,104	1.00	67,104
30000244	Laboratory Quality Assurance	51,896	67,101	1.00	67,104	1.00	67,104	1.00	67,104
30000644	Maintenance Planner/Scheduler	54,080	72,051	5.00	349,004	5.00	355,964	5.00	355,964
30000451	Management Analyst	56,763	75,670	1.00	73,380	1.00	75,099	1.00	75,099
30000452	Management Analyst, Sr	62,629	83,637	1.00	83,631	1.00	83,640	1.00	83,640
30000450	Management Assistant	44,533	68,619	2.00	135,956	2.00	137,232	2.00	137,232
30000345	Materials Testing Technician II	50,086	63,898	4.00	244,298	4.00	249,620	4.00	249,620
30000346	Materials Testing Technician III	60,840	77,709	1.00	77,712	1.00	77,712	1.00	77,712
30000242	Microbiologist	49,462	63,898	1.00	63,900	1.00	63,900	1.00	63,900
30000012	Office Support Specialist II	31,138	43,430	6.00	261,324	6.00	263,964	6.00	263,964
30000013	Office Support Specialist III	39,832	51,272	6.00	295,668	6.00	303,890	6.00	303,890
30000678	Portland Harbor Superfund	85,800	116,293	1.00	116,292	1.00	116,292	1.00	116,292
30000677	Portland Harbor Superfund Technical	74,214	98,862	1.00	98,868	1.00	98,868	1.00	98,868
30000464	Program Coordinator	59,634	79,518	4.00	288,400	6.00	417,611	4.00	298,331
30000465	Program Manager	62,629	83,637	7.00	533,380	7.00	542,056	7.00	542,056
30000466	Program Manager, Sr	74,214	98,862	1.00	74,220	1.00	77,003	1.00	77,003
30000463	Program Specialist	54,080	72,051	2.00	127,620	2.00	131,187	2.00	131,187
30000462	Program Specialist, Assistant	44,533	68,619	3.00	179,384	3.00	183,150	3.00	183,150
30000698	Property Acquisition & Services	62,629	83,637	1.00	83,629	1.00	83,640	1.00	83,640
30000497	Public Information Manager	68,994	92,726	1.00	86,628	1.00	88,996	1.00	88,996
30000495	Public Information Officer	62,629	83,637	1.00	83,629	1.00	83,640	1.00	83,640
30000691	Public Works Inspection Manager	65,811	88,046	1.00	88,044	1.00	88,044	1.00	88,044
30000690	Public Works Inspection Supervisor	62,629	83,637	1.00	78,540	1.00	81,220	1.00	81,220
30000228	Public Works Inspector	56,222	64,230	14.00	894,128	16.00	1,022,844	14.00	897,660
30000229	Public Works Inspector, Sr	60,965	71,843	11.00	790,284	11.00	790,284	11.00	790,284
30000630	Public Works Supervisor II	56,763	75,670	2.00	132,180	2.00	136,700	2.00	136,700
30000828	Records Specialist	31,138	43,430	1.00	40,588	1.00	43,428	1.00	43,428
30000858	Regulatory & Public Affairs Group	92,186	128,752	1.00	92,184	1.00	92,184	1.00	92,184
30000481	Risk Specialist	54,080	72,051	1.00	72,048	1.00	72,048	1.00	72,048
30000482	Risk Specialist, Sr	59,634	79,518	2.00	159,048	2.00	159,048	2.00	159,048
30000486	Safety & Risk Officer II	68,994	92,726	1.00	92,724	1.00	92,724	1.00	92,724
30000668	Source Reduction & Control Manager	79,830	106,288	1.00	106,284	1.00	106,284	1.00	106,284
30000054	Storekeeper/Acquisition Specialist II	42,619	52,104	3.00	156,312	3.00	156,312	3.00	156,312
30000056	Storekeeper/Acquisition Specialist III	48,131	59,842	1.00	59,844	1.00	59,844	1.00	59,844
30000468	Stores System Supervisor II	56,763	75,670	1.00	68,868	1.00	70,513	1.00	70,513
30001078	Sustainable Stormwater Division Mgr	79,830	106,288	1.00	103,812	1.00	105,666	1.00	105,666
30000531	Training & Development Analyst	56,763	75,670	1.00	71,256	1.00	74,184	1.00	74,184
30000675	Wastewater Collections System	85,800	116,293	1.00	113,322	1.00	116,292	1.00	116,292
30000676	Wastewater Operations Group	92,186	128,752	1.00	124,520	1.00	128,164	1.00	128,164
30000163	Wastewater Operations Specialist	52,978	59,966	5.00	299,820	5.00	299,820	5.00	299,820
30000161	Wastewater Operator II	46,134	55,806	40.00	2,175,860	41.00	2,238,309	40.00	2,192,169
30000674	Wastewater Treatment Manager	85,800	116,293	1.00	57,132	1.00	59,472	1.00	59,472
30000673	Wastewater Treatment O&M	65,811	88,046	4.00	287,886	4.00	293,472	4.00	293,472
30000656	Water Resources Program Manager	65,811	88,046	6.00	519,817	6.00	526,103	6.00	526,103
30000659	Watershed Division Manager	79,830	106,288	1.00	106,284	1.00	106,284	1.00	106,284
30000667	Watershed Revegetation Program	65,811	88,046	1.00	74,436	1.00	77,484	1.00	77,484
30000666	Watershed Revegetation Program	59,634	79,518	1.00	79,524	1.00	79,524	1.00	79,524
30000660	Watershed Services Group Manager	92,186	128,752	1.00	128,748	1.00	128,748	1.00	128,748
TOTAL FULL-TIME POSITIONS				521.75	\$ 37,153,670	537.70	\$ 38,619,067	518.00	\$ 37,500,475

Class	Title	Salary Range		Revised FY 2009–10		Requested FY 2010–11		Proposed FY 2010–11			
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount		
30000433	Administrative Specialist, Sr	41,475	63,856	0.90	29,132	0.50	31,932	0.50	31,932		
30000321	Botanic Spec II-Ntrl Resource	53,394	68,120	0.90	61,308	0.90	61,308	0.90	61,308		
30000447	Business Systems Analyst, Assistant	44,533	68,619	0.90	46,320	0.71	48,720	0.71	48,720		
30000358	Engineering Associate, Sr-Civil	69,160	88,171	0.90	69,140	0.90	72,598	0.90	72,598		
30000325	Engineering Technician II	50,086	63,898	0.90	53,020	0.90	55,672	0.90	55,672		
30000339	Environmental Specialist	60,840	77,709	0.90	66,648	0.90	68,840	0.90	68,840		
30000338	Environmental Technician II	50,086	63,898	0.90	48,287	0.90	50,710	0.90	50,710		
30000452	Management Analyst, Sr	62,629	83,637	0.90	30,097	0.50	36,238	0.50	36,238		
30000464	Program Coordinator	59,634	79,518	0.90	35,148	0.50	39,756	0.50	39,756		
TOTAL PART-TIME POSITIONS						8.10	\$ 439,100	6.71	\$ 465,774	6.71	\$ 465,774
30000061	Accounting Technician	31,138	43,430	0.75	27,891	0.00	0	0.00	0		
30000433	Administrative Specialist, Sr	41,475	63,856	0.75	31,104	0.00	0	0.00	0		
30000491	Community Outreach & Informtn	44,533	68,619	0.67	29,688	1.00	44,532	1.00	44,532		
30000367	Engineer-Geotechnical	79,997	97,219	0.75	60,897	0.00	0	0.00	0		
30000325	Engineering Technician II	50,086	63,898	3.25	174,906	1.00	51,516	1.00	51,516		
30000662	Environmental Program Coordinator	59,634	79,518	0.75	44,721	0.00	0	0.00	0		
30000712	Facilities Services Specialist	54,080	72,051	0.83	47,216	0.00	0	0.00	0		
30000228	Public Works Inspector	56,222	64,230	1.34	76,596	0.66	40,752	0.66	40,752		
TOTAL LIMITED TERM POSITIONS						9.09	\$ 493,019	2.66	\$ 136,800	2.66	\$ 136,800

Bureau of Environmental Services

BUDGET DECISIONS

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

ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY 2010-11	330,666,984	0	330,666,984	531.38	FY 2010-11 Current Appropriation Level
CAL Adjustments	0	0	0	0.00	None
Mayor's Proposed Budget Decisions	(5,039,764)	0	(5,039,764)	(2.00)	4% Cut Packages
	(396,254)	0	(396,254)	(2.00)	Cut Intergovernmental Relations Program
	(5,436,018)	0	(5,436,018)	(4.00)	Total FY 2010-11 Decision Packages
			\$ 325,230,966	527.38	Total Proposed Budget

Portland Water Bureau

Public Utilities Service Area

Randy Leonard, Commissioner-in-Charge

David Shaff, Administrator

Bureau Summary

BUREAU MISSION

The mission of the Water Bureau is:

- ◆ To provide reliable water service to customers in the quantities they desire and at a quality level that meets or exceeds both customer and regulatory standards
- ◆ To provide the highest value to customers through excellent business, management, and operational practices, and appropriate application of innovation and technology
- ◆ To be responsible stewards of the public's water infrastructure, fiscal, and natural resources
- ◆ To provide the citizens and the City Council with a water system that supports their community objectives and overall vision for the City of Portland

BUREAU OVERVIEW

Water Division

The Bureau is responsible for construction, maintenance, and operation of Portland's municipal water system. The 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.

Approximately 900,000 people (about one-quarter of the state's population) are served by the Water Division on either a retail or wholesale basis. Retail customers use about 60% of the water sold while the other 40% is provided on a wholesale contract basis to 19 water purveyors, which include cities, water districts, private water companies, and a people's utility district. Approximately 80% to 85% of water sales revenue comes from retail customers, and 15% to 20% is derived from wholesale contracts.

Water Division has seven budget programs and 22 water subprograms that encompass all of the Bureau's work including:

Supply

The focus of the Supply program is work associated with providing water to the Portland service area, including retail and wholesale customers. This program includes activities related to the City's primary Bull Run water supply, as well as groundwater projects associated with the secondary wellfield system located in the Columbia South Shore area.

Transmission and Terminal Storage

The Transmission and Terminal Storage program includes conveying water from the supply facilities in the Bull Run Watershed to the retail distribution system and service delivery points for wholesale customers. The activities included in this program are related to terminal reservoirs as well as conduits and transmission.

Treatment

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

Distribution

The Distribution program is responsible for providing water to customers through distribution mains and related facilities. The activities in the Distribution program include pump stations and tanks; distribution mains; services; meters; hydrants; valves, gates, and regulators; fountains; and field support.

Regulatory Compliance

The Regulatory Compliance Program is responsible for meeting regulatory standards, including compliance with the Endangered Species Act, proper disposal of dechlorinated water, and various monitoring requirements.

Customer Service

The Customer Service program focuses on customer service, including customer contact, billing and collection, conservation, security, maintenance of decorative fountains, and grounds facilities.

Support

The Support program includes the bureau-wide work supporting other various programs, including planning, financial support, data management, and human resource functions.

Hydroelectric Power Division

The Water Bureau's Hydroelectric Power Division is responsible for all aspects of the Portland Hydroelectric Project (PHP) operations. It is responsible for regulatory issues and power sales of two small hydroelectric projects and for dam safety of the Water Division's other two dams and open water reservoirs. These hydroelectric projects provide the region with clean, renewable energy while providing both the General Fund and the Water Fund with additional revenue.

The Portland Hydroelectric Project has a combined power generation capacity of 36 megawatts.

The PHP is located 25 miles east of Portland in the Bull Run Watershed. The PHP project facilities include powerhouses adjoining the bureau's primary water supply dams and approximately 10 miles of power transmission and communication lines that connect the PHP powerhouses with Portland General Electric's (PGE) electrical distribution system. The Hydroelectric Power Division, on behalf of the City, maintains a long-term power sales agreement with PGE that addresses PHP operations and maintenance and the sales of power generated. Most of the revenues supporting this division come from the sale of power generated at the PHP, and most of the expenses relate directly to administration and monitoring of that project.

The primary responsibilities of the Hydroelectric Power Division staff include:

- ◆ Coordination with PGE on financial, operations, and repair issues relating to the PHP
- ◆ Ensuring compliance with all PHP regulatory requirements including surveillance, oversight, and reporting
- ◆ Coordination of all PHP project financial matters including the administration of PHP's revenue bonds and related trust indenture requirements

STRATEGIC DIRECTION

Economic / Financial Market Crisis

The downturn in the economy and the financial market credit crisis have impacted the Bureau in multiple ways. In the last year, the Bureau faced increased operating costs - higher costs of construction materials as well as repair and maintenance, higher costs of water treatment chemicals, and higher power rates. As a result, the Bureau has reduced other operating expenditures to offset these increasing costs. Local businesses experiencing lower sales or closed altogether have contributed to lower water demand. The downturn in the economy has also resulted in fewer new water services and other work funded by developers including reductions in system development charges revenues. These impacts from the downturn in the economy are expected to continue into FY 2010-11.

Lower interest rates have impacted the Bureau's revenue from interest earnings. This factor has contributed to the need to increase rates.

The financial market crisis resulting in downgrades of credit ratings of many of the municipal bond insurers who participated in the mortgage market impacted the Bureau in its inability to secure surety bonds, thereby requiring the Bureau to fund debt service reserves accounts with cash. Debt service reserves could be funded in the form of cash, a letter of credit from bank facilities, or surety bonds. Cash-funding debt service reserves from bond proceeds are now expected for all future Water System Revenue Bonds issues which results in a slightly larger bond sale; thereby in turn requiring slightly higher retail rates to provide adequate funding to pay the annual debt service payments and to meet debt service coverage.

Long-Term 2 Enhanced Surface Water Treatment Rule

The Long Term 2 Enhanced Surface Water Treatment Rule (LT2) was issued by the Environmental Protection Agency (EPA) in January 2006. The purpose of the rule is to reduce illness linked with *Cryptosporidium* and other pathogenic microorganisms in drinking water.

Compliance with LT2 will impact two separate parts of Portland's water system. First, the rule requires the City to provide additional treatment to its Bull Run supply to either remove or inactivate *Cryptosporidium*. In May 2009, City Council directed the Bureau to pursue ultraviolet (UV) treatment to inactivate the *Cryptosporidium* oocysts from the drinking water. Second, the rule requires changes regarding how open finished drinking water reservoirs are managed and operated. The rule mandates that water systems with uncovered finished water reservoirs, like those at Mt. Tabor and Washington Parks, either cover the reservoirs or provide treatment at the outlets of the reservoirs to inactivate *Cryptosporidium*, *Giardia* and other pathogens. *Cryptosporidium* can enter surface water via human and animal fecal material. Surface water sources that are exposed to intensive human activities, pollution and animal wastes are likely to contain the parasite.

The Portland City Council committed in January 2005 to pursue alternative forms of compliance for the LT2 rule. Soon after, the City met with EPA officials to encourage the agency to alter the final rule so that it would include alternate approaches that would allow Portland to avoid building additional treatment. When that effort failed, the City filed a legal challenge to the rule in the Washington DC District Court of Appeals in early 2006. In November 2007 the Court issued a decision rejecting the City's challenge and upholding the rule.

In response to the court ruling, the City is pursuing parallel compliance strategies. Commissioner Randy Leonard has directed the Bureau to plan and budget to achieve compliance with the source water sections of the LT2 rule as written and pursue the variance provisions of the rule with EPA.

Treatment

The LT2 rule requires treatment of the Bull Run surface water supply by April 1, 2014. The Bureau has begun the design and planning the construction of a \$100 million UV treatment plant. In addition, the Bureau is performing sampling and data collection to apply for a treatment variance. Commissioner Leonard has directed the Bureau to request a variance from the surface water treatment requirements of the rule from EPA. A variance could conceivably enable the Bureau to avoid the expenses associated with building new treatment if the City can demonstrate to the EPA that due to the nature of the Bull Run source, such action is unnecessary. An application for the variance is expected in 2011.

Open Finished Drinking Water Reservoirs

EPA has approved the Bureau's plan to comply with the covered storage requirements of the rule. The plan describes how the Bureau intends to build additional and replacement enclosed drinking water storage and establishes deadlines for when the Mt. Tabor and Washington Park open reservoirs will be disconnected from the drinking water system as of December 31, 2015 and December 31, 2020, respectively. In November 2009, Commissioner Leonard requested direction from EPA on the process for developing a variance for the open reservoir requirements of the LT2 rule. EPA has responded and indicated that a variance option is not applicable to uncovered finished water reservoirs.

Forecast Retail Water Demand

Water demand projections remain a key factor in setting water rates. As customers purchase less water, there is a corresponding rate increase due to proportionally fewer units sold to fund the fixed costs of the utility. The rate increase especially impacts retail customers who pay for all components of the Portland water system. The bureau continues to monitor retail demand as it is influenced by weather and changes in customer water usage patterns attributable to continued conservation efforts, efficient plumbing fixtures, and customer reaction to a high combined sewer-water bill. It appears that decline in water demand is beginning to flatten. The recent decline in demand has been primarily from the commercial customers; likely as a result in the downturn of the economy.

Service Improvement Plan

Pump and Control Maintenance

The bureau continues to expand its ability to maintain public assets by taking advantage of new technologies and improvements in work flow processes through asset management. The greatest financial asset of any community is its infrastructure, installed primarily by previous generations. Worth far beyond any current budget, the bureau has the responsibility to prolong, maintain, and repair the water system for the public good. Today, rapidly changing technologies can help offset the deterioration of our aging infrastructure.

Improvements to Pump and Control Maintenance include better resource management through use of a computerized maintenance management system (CMMS), prioritization of corrective maintenance tasks, refinement of standard operating procedures, reductions in administrative data entry, expanded data collection with better accuracy and precision; and the analysis of asset risk, probability of failure and replacement schedules.

The bureau continues to perform Reliability Center Maintenance (RCM) at its pump stations. For electrical inspections this includes prioritizing preventative maintenance tasks by utilizing new technologies such as thermography, networked electrical monitoring, and PGE electronic metering. Additional networked electrical monitoring units will be purchased and installed through FY 2010-11. This will allow electricians to troubleshoot system failures. It will be a valuable tool for trending and predicting failures as well as obtaining energy usage data in real-time, which can be used to determine replacements or maintenance needs to improve energy efficiency.

For mechanical inspections, the bureau updated its vibration analysis software in FY 2009-10 and initiated routine oil analysis through an independent laboratory. This is also a valuable tool for trending and predicting failures, as well as allowing for prioritization of maintenance work on pumps and motors through the use of empirical data.

The bureau intends to streamline its work flow processes further in FY 2010-11 through the use of wireless field entry. Not only will this reduce paper waste, but it will eliminate double time entry, allow for capture of failure codes and condition assessments, and access to documentation in the field for troubleshooting failures.

Cathodic protection for all 33 steel tanks is being planned by Engineering Services Design Engineers at an average cost of \$35,000 per tank. This work began in FY 2008-09 and is scheduled for three tanks per year for 11 years.

Bull Run Maintenance

The bureau will continue the implementation of the pavement management system in order to efficiently use the funds available to the maximum benefit of the road system. This will consist of a continuation of the chip seal program that was started in FY 2008-09 as well as a detailed priority analysis of further maintenance and repair activities

Meters

1. Obtain access to Cayenta and have this information available through the Large Meter Database and updated monthly
2. Recalculate the way that meter tests are estimated using proper allocation between low, medium and high flow rates
3. Develop criticality reports for management to be used in monitoring, maintenance and replacement of large meters

Portland Hydroelectric Project Operations

Due to the age of the Portland Hydroelectric Project (PHP), there are currently a number of identified needs to repair or replace various elements of the PHP's equipment and facilities to keep its operations safe and reliable. The required funding for this work is included in the Hydroelectric Power Division's FY 2010-11 budget.

SUMMARY OF BUDGET DECISIONS

Water Division

FY 2010-11 Budget The Water Division's budget of \$148.9 million is composed of the operating budget of \$76.4 million and the CIP budget of \$72.5 million.

The Operating Budget

The operating budget of \$76.4 million represents an increase of \$5.5 million from the FY 2009-10 Revised Budget of \$70.9.

Water CIP Budget

The CIP budget of \$72.5 million is an increase of \$4.4 million from the FY 2009-10 Revised CIP Budget. For additional information review the Water Bureau Capital Improvement Program section of the budget submission.

Staffing

The Budget continues to fund 640 FTE. This includes 14 limited term FTE that will end on June 30, 2011. In addition, three positions are not funded.

Rate Increase

The Bureau proposed an average effective in-city retail rate at 12.9% for FY 2010-11.

Hydro Division

FY 2010-11 Budget The Hydroelectric Power Division's FY 2010-11 operating budget is \$680,007. This budget supports the Portland Hydroelectric Project's (PHP) administrative and operational costs with power sales revenue that is specifically dedicated for that purpose. This division's budget reflects a 2% reduction in various line items that should not materially impact its ability to delivery service.

Staffing

The Hydroelectric Power Division's budget maintains 2.4 FTE positions in FY 2010-11.

Portland Water Bureau

SUMMARY OF BUREAU BUDGET

	Actual FY 2007-08	Actual FY 2008-09	Revised FY 2009-10	Requested FY 2010-11	Proposed FY 2010-11
RESOURCES					
External Revenues					
Licenses and Permits	0	24,805	0	0	0
Charges for Services	91,760,371	97,202,903	108,301,452	114,034,714	116,383,506
Intergovernmental	3,751,647	126,429	1,080,152	451,000	451,000
Miscellaneous	2,246,566	2,240,746	1,321,481	1,546,560	1,387,361
Total External Revenues	97,758,584	99,594,883	110,703,085	116,032,274	118,221,867
Internal Revenues					
Fund Transfers - Revenue	56,250,049	69,798,788	83,845,118	76,054,611	76,061,811
Interagency Revenue	1,909,760	1,585,040	3,388,395	2,491,403	2,501,403
Total Internal Revenues	58,159,809	71,383,828	87,233,513	78,546,014	78,563,214
Beginning Fund Balance	34,211,822	30,051,446	27,093,713	47,644,119	47,644,119
TOTAL RESOURCES	\$ 190,130,215	\$ 201,030,157	\$ 225,030,311	\$ 242,222,407	\$ 244,429,200
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.					
EXPENDITURES					
Bureau Requirements					
Personal Services	52,679,819	54,305,019	56,963,136	57,194,207	58,976,025
External Materials & Services	20,956,371	20,109,049	35,222,885	41,851,441	43,012,264
Internal Materials & Services	21,547,628	19,481,311	20,186,098	19,481,336	20,163,055
Capital Expenses	22,770,414	33,562,429	37,303,651	26,730,300	26,730,300
Total Bureau Requirements	117,954,232	127,457,808	149,675,770	145,257,284	148,881,644
Fund Requirements					
Contingency	0	0	30,477,286	33,130,589	32,651,504
Fund Transfers - Expense	42,785,535	40,882,393	41,028,375	61,243,971	60,292,979
Bond Expenses	1,766,892	2,114,653	3,848,880	2,590,563	2,603,073
Unappropriated Fund Balance	27,623,556	30,575,303	0	0	0
Total Fund Requirements	72,175,983	73,572,349	75,354,541	96,965,123	95,547,556
TOTAL EXPENDITURES	\$ 190,130,215	\$ 201,030,157	\$ 225,030,311	\$ 242,222,407	\$ 244,429,200
PROGRAMS					
Administration & Support			27,989,875	24,102,757	25,535,663
Customer Service			22,043,981	19,056,648	20,381,921
Distribution			43,713,582	48,556,121	49,307,357
Hydroelectric Power			858,727	680,706	680,007
Regulatory Compliance			18,387,475	8,404,213	8,457,272
Supply			7,962,263	7,693,573	7,731,838
Transmission & Terminal Storage			28,719,867	22,157,443	22,178,621
Treatment			0	14,605,823	14,608,965
TOTAL PROGRAMS	\$	\$	\$ 149,675,770	\$ 145,257,284	\$ 148,881,644
Note: Historical program information is not available due to the level at which budget figures were converted to the new EBS cost structure.					

Portland Water Bureau

CIP SUMMARY

This table summarizes Capital Improvement Plan project costs by capital programs.

Bureau Capital Program	Revised	Proposed	Capital Plan					5-Year Total
			Prior Years	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	
Water								
Customer Service								
Dodge Park	376,930	347,000	400,000	0	0	0	0	400,000
Emergency Coord	0	0	200,000	200,000	200,000	200,000	200,000	1,000,000
Total Customer Service	376,930	347,000	600,000	200,000	200,000	200,000	200,000	1,400,000
Distribution								
BES Adjustments	1,282,906	467,500	370,000	350,000	350,000	350,000	350,000	1,770,000
Burlingame Service A	306,760	884,000	1,400,000	2,850,000	3,000,000	1,150,000	200,000	8,600,000
Distribution Mains	17,544,134	5,771,000	6,700,000	5,950,000	5,950,000	5,950,000	5,950,000	30,500,000
Equipment Purchase	8,002,996	3,099,000	3,716,000	3,100,000	3,410,000	3,410,000	3,410,000	17,046,000
Facilities Rehab-Int	5,352,502	2,069,000	2,200,000	7,500,000	10,000,000	10,000,000	20,000,000	49,700,000
Fountain Maintenance	555,409	235,000	150,000	150,000	150,000	150,000	150,000	750,000
Hydrants Replacement	1,978,128	599,000	800,000	500,000	500,000	500,000	500,000	2,800,000
Meters Purchases	2,017,374	1,160,000	1,500,000	1,690,000	1,590,000	1,590,000	1,590,000	7,960,000
ODOT Adjustments	1,318,551	810,000	650,000	650,000	650,000	650,000	650,000	3,250,000
PDOT Adjustments	19,870,564	857,000	1,000,000	975,000	975,000	975,000	975,000	4,900,000
Pump Station Improve	183,373	1,011,000	1,240,000	250,000	0	0	100,000	1,590,000
SCADA Improvements	1,671,055	768,000	1,200,000	1,100,000	280,000	280,000	280,000	3,140,000
Services	11,423,953	5,523,000	3,500,000	4,700,000	4,700,000	4,700,000	4,700,000	22,300,000
Tank Improvement	71,261	740,000	350,000	3,000,000	4,000,000	500,000	500,000	8,350,000
Transmission Mains	1,311,037	7,642,000	5,850,000	3,550,000	350,000	0	0	9,750,000
Utility Line Relocat	0	250,000	250,000	1,000,000	1,000,000	1,000,000	1,000,000	4,250,000
Total Distribution	72,890,003	31,885,500	30,876,000	37,315,000	36,905,000	31,205,000	40,355,000	176,656,000
Regulatory Compliance								
ESA Compliance - Cap	823,008	1,926,000	3,500,000	6,700,000	10,400,000	11,200,000	5,000,000	36,800,000
Regulatory Complianc	500,994	152,000	150,000	150,000	150,000	150,000	150,000	750,000
Water Quality Monito	253,355	166,000	150,000	20,000	0	0	0	170,000
Total Regulatory Compliance	1,577,357	2,244,000	3,800,000	6,870,000	10,550,000	11,350,000	5,150,000	37,720,000
Supply								
Dams & Headworks Rep	1,314,013	1,276,000	1,300,000	250,000	0	0	100,000	1,650,000
Watershed Maintenanc	2,097,086	786,000	1,000,000	1,250,000	0	0	0	2,250,000
Wellfield Maintenanc	2,215,323	449,000	1,000,000	820,000	820,000	820,000	820,000	4,280,000
Wellfield Reliabilit	93,100	614,000	200,000	600,000	200,000	0	0	1,000,000
Total Supply	5,719,522	3,125,000	3,500,000	2,920,000	1,020,000	820,000	920,000	9,180,000
Support								
Distrib Sys Master P	2,821,174	599,000	600,000	600,000	600,000	600,000	600,000	3,000,000
Total Support	2,821,174	599,000	600,000	600,000	600,000	600,000	600,000	3,000,000
Transmission/Terminal Storage								
Conduit Repair & Reh	760,051	1,023,000	700,000	0	0	0	0	700,000
Open Reservoirs Main	24,301,391	831,000	19,000,000	46,300,000	83,050,000	57,500,000	42,250,000	248,100,000
Sandy River Conduit	10,895,153	11,932,000	1,300,000	0	0	0	0	1,300,000
Wholesaler Meter Mai	172,000	40,500	100,000	300,000	800,000	0	0	1,200,000
Willamette Rvr Pipe	0	0	0	0	0	2,600,000	5,000,000	7,600,000
Total Transmission/Terminal Storage	36,128,595	13,826,500	21,100,000	46,600,000	83,850,000	60,100,000	47,250,000	258,900,000
Treatment								
Treatment Facilities	621,241	9,555,000	12,000,000	30,000,000	40,000,000	5,000,000	2,000,000	89,000,000
Total Treatment	621,241	9,555,000	12,000,000	30,000,000	40,000,000	5,000,000	2,000,000	89,000,000
Total Water	\$120,134,822	\$ 61,582,000	\$ 72,476,000	\$124,505,000	\$173,125,000	\$109,275,000	\$ 96,475,000	\$575,856,000

Portland Water Bureau

FTE SUMMARY

Class	Title	Salary Range		Revised FY 2009-10		Requested FY 2010-11		Proposed FY 2010-11	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000062	Accountant I	37,606	52,499	3.00	139,121	3.00	142,608	3.00	142,608
30000063	Accountant II	49,171	60,070	1.00	60,072	1.00	60,072	1.00	60,072
30000064	Accountant III	54,142	66,102	2.00	126,968	2.00	129,550	2.00	129,550
30000434	Administrative Assistant	44,533	68,619	7.00	451,024	7.00	458,326	7.00	458,326
30000433	Administrative Specialist, Sr	41,475	63,856	1.00	60,891	1.00	63,225	1.00	63,225
30000436	Administrative Supervisor I	54,080	72,051	3.00	211,776	3.00	214,560	3.00	214,560
30000203	Applications Analyst II-Generalist	56,763	75,670	1.00	68,333	1.00	71,138	1.00	71,138
30000204	Applications Analyst III-Generalist	62,629	83,637	2.00	162,389	2.00	165,509	2.00	165,509
30000207	Applications Analyst IV-Generalist	65,811	88,046	3.00	154,728	2.40	193,190	2.40	193,190
30000102	Automotive Equip Oper II: Sewer	42,827	51,584	1.00	51,588	1.00	51,588	1.00	51,588
30000104	Automotive Equip Oper II: Tractor-	42,827	51,584	1.00	51,588	1.00	51,588	1.00	51,588
30000101	Automotive Equipment Oper I	40,352	48,901	12.00	586,800	12.00	586,800	12.00	586,800
30000441	Business Operations Manager	74,214	98,862	1.00	93,408	1.00	96,906	1.00	96,906
30000442	Business Operations Manager, Sr	92,186	138,902	1.00	128,244	1.00	128,748	1.00	128,748
30000440	Business Operations Supervisor	65,811	88,046	2.00	158,290	2.00	161,176	2.00	161,176
30000449	Business Systems Analyst, Sr	62,629	83,637	3.00	233,496	3.00	235,539	3.00	235,539
30000331	CAD Analyst	60,840	77,709	1.00	77,712	1.00	77,712	1.00	77,712
30000328	CAD Technician I	37,378	50,086	1.00	50,088	1.00	50,088	1.00	50,088
30000329	CAD Technician II	50,086	63,898	5.00	319,500	5.00	319,500	5.00	319,500
30000330	CAD Technician III	60,840	77,709	1.00	60,840	1.00	62,880	1.00	62,880
30000454	Capital Improvment Program Planning	74,214	98,862	1.00	98,868	1.00	98,868	1.00	98,868
30000399	Capital Project Manager I	60,840	77,709	2.00	152,984	2.00	155,424	2.00	155,424
30000686	Capital Project Manager II	65,811	88,046	2.00	155,460	2.00	161,832	2.00	161,832
30000687	Capital Project Manager III	68,994	92,726	2.00	178,836	2.00	180,894	2.00	180,894
30000110	Carpenter	50,835	55,224	3.00	165,672	3.00	165,672	3.00	165,672
30000243	Chemist	49,462	63,898	1.00	63,900	1.00	63,900	1.00	63,900
30000492	Community Outreach & Informtn Rep	54,080	72,051	1.00	60,936	1.00	62,808	1.00	62,808
30000493	Community Outreach & Informtn	59,634	79,518	3.00	224,688	3.00	229,450	3.00	229,450
30000107	Concrete Finisher	50,835	55,224	3.00	165,672	3.00	165,672	3.00	165,672
30000507	Conservation Program Coordinator,	62,629	83,637	1.00	65,184	1.00	67,414	1.00	67,414
30000105	Construction Equipment Operator	42,952	54,850	17.00	906,654	17.00	917,486	17.00	917,486
30000455	Contracts Dev & Review	65,811	88,046	1.00	82,469	1.00	85,848	1.00	85,848
30000017	Customer Accounts Specialist I	33,405	46,758	45.00	2,075,886	45.00	2,085,624	45.00	2,085,624
30000018	Customer Accounts Specialist II	39,832	51,272	10.00	491,400	10.00	496,470	10.00	496,470
30000445	Customer Service Supervisor	62,629	83,637	6.00	464,143	6.00	475,989	6.00	475,989
30000732	Development Supervisor I	62,629	83,637	1.00	82,450	1.00	83,640	1.00	83,640
30000577	Economist, Principal	74,214	98,862	1.00	98,868	1.00	98,868	1.00	98,868
30000635	Electrical/Instrumentation Supervisor	68,994	92,726	1.00	88,860	1.00	91,292	1.00	91,292
30000116	Electrician	63,606	68,661	7.00	475,596	7.00	475,596	7.00	475,596
30000120	Electrician/Instrument Tech,	42,453	68,661	3.00	0	3.00	0	3.00	0
30000121	Electrician/Instrument Technician	65,541	70,741	1.00	70,740	1.00	70,740	1.00	70,740
30000487	Emergency Management Program	62,629	83,637	1.00	83,220	1.00	83,535	1.00	83,535
30000685	Engineer, Chief - Water Bureau	101,421	145,205	1.00	145,200	1.00	145,200	1.00	145,200
30000682	Engineer, Principal	92,685	123,594	7.00	830,806	7.00	842,741	7.00	842,741
30000680	Engineer, Sr	80,226	106,954	15.00	1,441,303	15.00	1,490,862	15.00	1,490,862
30000681	Engineer, Supervising	86,237	114,982	4.00	417,996	4.00	433,363	4.00	433,363
30000364	Engineer-Chemical/Environmental	79,997	97,219	1.00	81,657	1.00	85,733	1.00	85,733
30000365	Engineer-Civil	79,997	97,219	12.00	1,108,584	12.00	1,146,297	12.00	1,146,297
30000366	Engineer-Electrical	79,997	97,219	1.00	88,176	1.00	90,745	1.00	90,745
30000358	Engineering Associate, Sr-Civil	69,160	88,171	20.00	1,598,021	20.00	1,645,827	20.00	1,645,827
30000353	Engineering Associate-Civil	56,846	76,190	7.00	433,223	6.00	401,455	7.00	454,459
30000355	Engineering Associate-Mechanical	56,846	76,190	1.00	66,366	1.00	69,722	1.00	69,722
30000696	Engineering Survey Manager	68,994	92,726	1.00	92,724	1.00	92,724	1.00	92,724
30000325	Engineering Technician II	50,086	63,898	10.00	598,560	10.00	609,815	10.00	609,815
30000326	Engineering Technician III	60,840	77,709	2.00	155,424	2.00	155,424	2.00	155,424
30000662	Environmental Program Coordinator	59,634	79,518	1.00	63,900	1.00	66,522	1.00	66,522
30000664	Environmental Program Manager, Sr	74,214	98,862	2.00	200,052	2.00	202,242	2.00	202,242
30000661	Environmental Program Specialist	54,080	72,051	1.00	54,084	1.00	55,372	1.00	55,372
30000339	Environmental Specialist	60,840	77,709	4.00	303,866	4.00	307,493	4.00	307,493
30000338	Environmental Technician II	50,086	63,898	2.00	117,185	2.00	122,033	2.00	122,033
30000712	Facilities Services Specialist	54,080	72,051	1.00	64,374	1.00	67,008	1.00	67,008
30000566	Financial Analyst, Assistant	44,533	68,619	2.00	119,572	2.00	121,664	2.00	121,664
30000569	Financial Analyst, Principal	74,214	98,862	4.00	388,020	4.00	391,452	4.00	391,452
30000568	Financial Analyst, Sr	62,629	83,637	2.00	146,268	0.00	1,644	2.00	146,268
30000127	General Mechanic	46,134	55,806	2.00	111,624	2.00	111,624	2.00	111,624
30000341	GIS Technician I	37,378	50,086	1.00	50,088	0.00	0	1.00	50,088
30000342	GIS Technician II	50,086	63,898	6.00	290,189	6.00	302,985	6.00	302,985
30000343	GIS Technician III	60,840	77,709	2.00	151,764	2.00	155,424	2.00	155,424
30000373	Graphics Designer III	60,840	77,709	1.00	74,967	1.00	77,712	1.00	77,712

Class	Title	Salary Range		Revised FY 2009-10		Requested FY 2010-11		Proposed FY 2010-11	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000252	Horticulturist	43,430	52,478	2.00	104,952	0.00	(3,048)	2.00	104,952
30000657	Hydroelectric Power Project Manager	74,214	98,862	1.00	98,868	1.00	98,868	1.00	98,868
30000658	Hydroelectric Power Project Mgr,	65,811	88,046	1.00	74,232	1.00	76,518	1.00	76,518
30000114	Industrial Painter	50,835	55,224	3.00	165,672	2.00	114,672	3.00	165,672
30000115	Industrial Painter, Lead	53,331	57,990	1.00	57,996	1.00	57,996	1.00	57,996
30000603	Inf Syst Analyst IV(Supvr)-Gen	65,811	88,046	1.00	88,044	1.00	88,044	1.00	88,044
30000218	Inf Syst Analyst, Principal-Gen	74,214	98,862	1.00	86,604	1.00	89,849	1.00	89,849
30000607	Inf Syst Mgr-Generalist	79,830	106,288	1.00	106,284	1.00	106,284	1.00	106,284
30000239	Instrument Technician	63,606	68,661	6.00	401,880	6.00	401,880	6.00	401,880
30000633	Instrumentation Supervisor	56,763	75,670	1.00	75,432	1.00	75,572	1.00	75,572
30000241	Laboratory Analyst	42,099	53,186	5.00	253,226	5.00	262,282	5.00	262,282
30000245	Laboratory Analyst, Sr	51,896	67,101	1.00	67,104	1.00	67,104	1.00	67,104
30000670	Laboratory Manager	74,214	98,862	1.00	98,868	1.00	98,868	1.00	98,868
30000644	Maintenance Planner/Scheduler	54,080	72,051	4.00	258,380	4.00	265,313	4.00	265,313
30000073	Maintenance Worker	23,400	27,747	2.00	55,488	2.00	55,488	2.00	55,488
30000451	Management Analyst	56,763	75,670	3.00	203,393	2.00	148,654	3.00	210,658
30000453	Management Analyst, Principal	74,214	98,862	3.00	293,805	3.00	296,604	3.00	296,604
30000452	Management Analyst, Sr	62,629	83,637	2.00	146,268	1.00	83,628	2.00	146,268
30000450	Management Assistant	44,533	68,619	4.00	209,234	4.00	217,102	4.00	217,102
30000693	Mapping & GIS Supervisor	68,994	92,726	2.00	161,460	2.00	161,702	2.00	161,702
30000978	Mapping Data Technician II	60,840	77,709	1.00	67,140	1.00	69,880	1.00	69,880
30000653	Mechanical Systems Supervisor-	68,994	92,726	1.00	92,724	1.00	92,724	1.00	92,724
30000012	Office Support Specialist II	31,138	43,430	13.00	532,056	12.00	509,564	13.00	541,568
30000013	Office Support Specialist III	39,832	51,272	5.00	236,919	5.00	242,650	5.00	242,650
30000152	Operating Engineer I	46,218	48,402	1.00	46,224	1.00	46,224	1.00	46,224
30000154	Operating Engineer III	48,984	63,294	16.00	1,012,800	16.00	1,012,800	16.00	1,012,800
30000759	Parks Maintenance Supervisor	56,763	75,670	1.00	59,504	1.00	61,944	1.00	61,944
30000081	Parks Technician	42,058	47,798	5.00	238,980	5.00	238,980	5.00	238,980
30001159	Plumber	56,222	61,110	0.75	45,837	1.00	61,116	1.00	61,116
30000464	Program Coordinator	59,634	79,518	4.00	276,590	4.00	284,004	4.00	284,004
30000465	Program Manager	62,629	83,637	2.00	157,454	2.00	159,984	2.00	159,984
30000466	Program Manager, Sr	74,214	98,862	3.00	270,579	3.00	273,727	3.00	273,727
30000463	Program Specialist	54,080	72,051	1.00	71,440	1.00	72,048	1.00	72,048
30000462	Program Specialist, Assistant	44,533	68,619	2.00	103,086	2.00	107,310	2.00	107,310
30000698	Property Acquisition & Services	62,629	83,637	1.00	83,640	1.00	83,640	1.00	83,640
30000495	Public Information Officer	62,629	83,637	1.00	73,128	1.00	75,378	1.00	75,378
30000690	Public Works Inspection Supervisor	62,629	83,637	1.00	87,816	1.00	87,816	1.00	87,816
30000228	Public Works Inspector	56,222	64,230	6.00	385,416	6.00	385,416	6.00	385,416
30000229	Public Works Inspector, Sr	60,965	71,843	3.00	215,532	3.00	215,532	3.00	215,532
30000630	Public Works Supervisor II	56,763	75,670	12.00	869,388	11.00	808,064	12.00	883,664
30000403	Remittance Technician	33,405	46,758	2.00	93,528	2.00	93,528	2.00	93,528
30000350	Right of Way Agent III	60,840	77,709	1.00	67,962	1.00	71,334	1.00	71,334
30000481	Risk Specialist	54,080	72,051	1.00	65,664	1.00	67,232	1.00	67,232
30000486	Safety & Risk Officer II	68,994	92,726	1.00	83,640	1.00	86,205	1.00	86,205
30000488	Security & Emerg Mgmt Program	65,811	88,046	1.00	88,044	1.00	88,044	1.00	88,044
30000645	Security Supervisor	56,763	75,670	1.00	66,912	1.00	69,657	1.00	69,657
30000029	Service Dispatcher	33,405	46,758	2.00	89,928	2.00	92,628	2.00	92,628
30000054	Storekeeper/Acquisition Specialist II	42,619	52,104	2.00	104,208	2.00	104,208	2.00	104,208
30000056	Storekeeper/Acquisition Specialist III	48,131	59,842	1.00	59,844	1.00	59,844	1.00	59,844
30000468	Stores System Supervisor II	56,763	75,670	1.00	74,676	1.00	75,672	1.00	75,672
30000224	Surveying Aide II	41,475	45,968	2.00	91,944	2.00	91,944	2.00	91,944
30000695	Surveying Supvr/Water Rights	65,811	88,046	1.00	85,080	1.00	87,414	1.00	87,414
30000225	Surveyor I	47,382	58,885	2.00	117,768	2.00	117,768	2.00	117,768
30000226	Surveyor II	55,016	63,045	1.00	63,048	1.00	63,048	1.00	63,048
30000531	Training & Development Analyst	56,763	75,670	2.00	144,847	2.00	147,677	2.00	147,677
30000532	Training & Development Officer	62,629	83,637	1.00	80,160	1.00	82,900	1.00	82,900
30001037	Utility Locator	46,550	50,086	6.00	293,448	6.00	294,337	6.00	294,337
30000076	Utility Worker I	39,811	43,306	7.00	299,664	2.00	92,136	7.00	299,664
30000077	Utility Worker II	43,306	46,550	51.00	2,364,228	51.00	2,364,228	51.00	2,364,228
30000075	Utility Worker II, Apprentice	32,594	43,056	5.00	173,424	4.00	140,832	5.00	173,424
30000438	Water Administrative Manager	68,994	92,726	1.00	92,724	1.00	92,724	1.00	92,724
30000512	Water Conservation Program	59,634	79,518	2.00	141,330	2.00	143,862	2.00	143,862
30000514	Water Conservation Program	65,811	88,046	1.00	87,911	1.00	88,044	1.00	88,044
30000646	Water Consortium Conservation Pg	62,629	83,637	1.00	83,640	1.00	83,640	1.00	83,640
30000655	Water Group Manager	92,186	128,752	4.00	513,840	4.00	514,992	4.00	514,992
30000652	Water Maintenance Supervisor, Sr	68,994	92,726	3.00	261,084	3.00	267,398	3.00	267,398

Class	Title	Salary Range		Revised FY 2009-10		Requested FY 2010-11		Proposed FY 2010-11	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000133	Water Meter Reader I	35,734	44,075	12.00	528,912	11.00	477,912	12.00	528,912
30000134	Water Meter Reader II	43,805	49,878	1.00	49,884	1.00	49,884	1.00	49,884
30000142	Water Meter Technician I	41,829	50,606	4.00	202,416	4.00	202,416	4.00	202,416
30000143	Water Meter Technician II	53,331	57,990	6.00	347,976	6.00	347,976	6.00	347,976
30000654	Water Operations & Support	85,800	116,293	1.00	107,040	1.00	110,690	1.00	110,690
30000145	Water Operations Mechanic	51,418	57,762	33.00	1,876,202	33.00	1,892,699	33.00	1,892,699
30000144	Water Operations Mechanic,	39,832	54,059	3.00	144,391	3.00	147,948	3.00	147,948
30000651	Water Quality Inspection Supervisor	59,634	79,518	1.00	78,804	1.00	79,524	1.00	79,524
30000140	Water Quality Inspector II	48,984	63,294	6.00	372,720	6.00	376,200	6.00	376,200
30000141	Water Quality Inspector III	51,418	66,435	1.00	66,432	1.00	66,432	1.00	66,432
30001034	Water Quality Manager	79,830	106,288	1.00	106,284	1.00	106,284	1.00	106,284
30000647	Water Resource & Urban Affairs	62,629	83,637	1.00	83,640	0.00	4,644	1.00	83,640
30000648	Water Resources Planning Manager	85,800	116,293	1.00	115,102	1.00	116,292	1.00	116,292
30000656	Water Resources Program Manager	65,811	88,046	2.00	176,088	2.00	176,088	2.00	176,088
30000138	Water Security Specialist	43,306	46,550	21.00	966,573	20.00	926,100	21.00	969,408
30000135	Water Service Inspector I	43,805	49,878	8.00	399,072	8.00	399,072	8.00	399,072
30000136	Water Service Inspector II	47,341	53,872	1.00	53,868	1.00	53,868	1.00	53,868
30000650	Water Treatment Operations	68,994	92,726	1.00	91,062	1.00	92,724	1.00	92,724
30000147	Water Treatment Operator II	48,984	63,294	10.00	591,021	10.00	609,496	10.00	609,496
30000424	Water Utility Director	128,294	183,851	1.00	178,517	1.00	183,852	1.00	183,852
30000078	Water Utility Worker, Sr	43,992	48,901	1.00	48,900	1.00	48,900	1.00	48,900
30001081	Watershed & Conduit Supvr	68,994	92,726	1.00	82,980	1.00	86,388	1.00	86,388
30000150	Watershed Pipeline Specialist	43,992	48,901	1.00	48,900	1.00	48,900	1.00	48,900
30000149	Watershed Specialist	37,981	46,550	4.00	186,192	4.00	186,192	4.00	186,192
30000151	Watershed Specialist, Sr	43,992	48,901	2.00	97,800	2.00	97,800	2.00	97,800
TOTAL FULL-TIME POSITIONS				629.75	\$ 39,316,100	609.40	\$ 38,852,566	629.40	\$ 39,904,954
30000017	Customer Accounts Specialist I	33,405	46,758	1.80	84,168	1.50	64,752	1.50	64,752
30000365	Engineer-Civil	79,997	97,219	0.50	24,012	0.50	24,012	0.50	24,012
30000451	Management Analyst	56,763	75,670	0.75	38,784	0.75	40,374	0.75	40,374
30000012	Office Support Specialist II	31,138	43,430	0.90	39,084	0.85	36,912	0.85	36,912
30000462	Program Specialist, Assistant	44,533	68,619	0.90	32,391	1.00	37,470	1.00	37,470
TOTAL PART-TIME POSITIONS				4.85	\$ 218,439	4.60	\$ 203,520	4.60	\$ 203,520
30000063	Accountant II	49,171	60,070	0.58	32,283	0.00	0	0.00	0
30000448	Business Systems Analyst	56,763	75,670	1.00	61,934	0.00	(2,516)	1.00	64,480
30000110	Carpenter	50,835	55,224	2.00	111,000	2.00	111,000	2.00	111,000
30000017	Customer Accounts Specialist I	33,405	46,758	1.83	77,206	0.00	(1,824)	2.00	86,328
30000121	Electrician/Instrument Technician	65,541	70,741	1.00	65,544	0.00	0	0.00	0
30000324	Engineering Technician I	37,378	50,086	0.58	28,042	1.00	50,088	1.00	50,088
30000338	Environmental Technician II	50,086	63,898	1.00	53,868	1.00	56,574	1.00	56,574
30000453	Management Analyst, Principal	74,214	98,862	0.58	55,496	1.00	97,313	1.00	97,313
30000012	Office Support Specialist II	31,138	43,430	0.58	25,333	1.00	43,428	1.00	43,428
30000463	Program Specialist	54,080	72,051	0.58	31,549	1.00	54,084	1.00	54,084
30000462	Program Specialist, Assistant	44,533	68,619	0.58	34,578	1.00	61,553	1.00	61,553
TOTAL LIMITED TERM POSITIONS				10.31	\$ 576,833	8.00	\$ 469,700	11.00	\$ 624,848

Portland Water Bureau

BUDGET DECISIONS

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

ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY 2010-11	146,867,037	0	146,867,037	645.00	FY 2010-11 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	2,014,607	0	2,014,607	0.00	Retail Revenue Increase = 12.9%
	2,014,607	0	2,014,607	0.00	Total FY 2010-11 Decision Packages
			\$ 148,881,644	645.00	Total Proposed Budget



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Bureau of Development Services

Community Development Service Area

Randy Leonard, Commissioner-in-Charge

Paul L. Scarlett, Director

Bureau Summary

BUREAU MISSION

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

BUREAU OVERVIEW

General Description

The Bureau of Development Services (BDS) is an integral part of development in the City of Portland. Bureau staff actively works with developers, builders, and homeowners to guide them through the development process. This budget request includes 172 positions and an operating budget of \$30.1 million, and is funded primarily through permit fees and charges. The bureau manages programs that ensure construction and land use codes are followed, and is instrumental in enhancing the safety of buildings and the livability and economic vitality of Portland's neighborhoods. To this end, staff reviews construction plans, issues permits, and inspects industrial, commercial, and residential construction to ensure compliance. The bureau also provides permit records, answers customer inquiries about the development review process, tracks plans, and provides assistance to customers from pre-application all the way through construction. BDS is responsible for implementing the City's land use policies, plans, and codes through the review of proposed development, and ensures compliance with site-related regulations such as erosion control, grading, and onsite stormwater treatment and disposal. The bureau also enforces the zoning and property maintenance codes, as well as structural, mechanical, plumbing, and electrical code violation cases.

Customer Service Culture

The bureau's mission requires being responsive to the development community, neighborhoods and citizens. BDS's vision is to be the best development services agency in the country by deploying development review systems that meet the time-sensitive needs of the development industry and by satisfying neighborhood organizations' and citizens' concerns about the quality of development and the need for access to information.

The bureau remains committed to these goals as it copes with the serious financial challenges facing the development industry and the overall economy. BDS reduced its staff by one-half in 2009 due to declining permit revenues and workload. However, subsequent to this layoff the bureau has been struggling to meet a workload increasingly dominated by smaller projects that generate less revenue. BDS continues to communicate with customers and stakeholders regarding their needs and the bureau's ability to provide services while experiencing financial and staffing constraints. Bureau staff remains dedicated to working collaboratively with customers to problem-solve and reach solutions.

State Statutes and Administrative Rules

City enforces a variety of state and local statutes.

The City of Portland has been regulating construction since the late 1800's, with local ordinances passed by the City Council as early as 1892. Then in 1973 the State legislature passed requirements for a State Building Code mandating uniform statewide enforcement. This action required Portland to begin enforcing the State-adopted codes with State-certified personnel. In addition to the programs assumed from the State, BDS is assigned responsibility by the City Council for administering a variety of local regulations adopted within the City Code. The most significant of these is the application and administration of the Planning and Zoning Code under Title 33 of the City Code. BDS is also responsible for Floating Structures (Title 28), Erosion Control (Title 10), Signs (Title 32), Noise Control (Title 18), and Property Maintenance (Title 29).

STRATEGIC DIRECTION

Strategic Direction

BDS Financial Status

Since FY 1988-89, City Council has directed BDS to fully support its construction functions through fees and charges. Council also directed BDS to create a reserve fund to capture revenues from pre-paid work and serve as a countercyclical reserve when the economy was in a downturn. In 1992 the bureau developed a reserve policy which guides the use of the reserve.

Unfortunately in fall 2008, the bureau began experiencing a sharp decline in its primary source of income: fee and permit revenues. BDS began to take proactive steps to help maintain cost recovery and safeguard the bureau's financial health, while maintaining a high level of customer service. However, bureau revenue continued a precipitous fall during the winter and early spring of 2009. BDS chose to spend down financial reserves in order to keep services at previous levels until revenues picked up.

But the economy did not rebound as economists had anticipated and BDS revenues did not increase in the late spring and early summer of 2009. On June 12, 2009 Commissioner Randy Leonard and BDS Director Paul Scarlett announced that the bureau would be forced to layoff nearly one-half of its workforce. Approximately 150 BDS employees were laid off in three phases, on July 31, August 31, and September 30, 2009.

While bureau revenues have sharply declined, by law the bureau must perform certain development-related functions, such as building inspections, plan review, permit issuance, and land use review. Prior to the economic crisis, there were a significant number of larger development projects that generated considerable revenue for BDS and the City. Since the crisis unfolded, very few large development projects have been initiated. As a result, many of the services performed by BDS are now costing more to provide than the revenue they generate, and the bureau is insufficiently staffed to meet the current workload. The bureau is revising its services and service level goals to align with available funding and staffing.

Solution-Oriented Approach

Though revenue is down and the bureau is understaffed, it remains highly committed to providing effective and efficient service to its customers. A restructuring effort is in place to explore and implement innovative and workable solutions to many of the bureau's operational struggles. In the meantime, employees and managers alike are working at the ground level to be responsive to customers' needs.

Reductions in Revenue and Staffing

Bureau-wide reductions in revenue precipitated considerable reductions in BDS staff, even though the bureau drew on its reserve to maintain service levels as much as possible. The bureau responded by thoroughly reviewing its services and service levels. Throughout the bureau, low-priority services have been eliminated and most remaining services have been significantly reduced. Some tasks have been transferred between work groups, but now the service is being provided at a much lower level. Overall, each and every division was significantly affected by budget cuts to the point that service levels are now impacted.

Technology Initiative

The budget and staff reductions at BDS necessitated by the current economic downturn have compelled the bureau to downsize and re-engineer some of its processes. In the course of reshaping the organization, it became clear that BDS's current levels of automation, transparency, and public access to information hinder the bureau's effectiveness and ability to be efficient with limited resources. The bureau had been proceeding with implementing an 18-month plan to improve its technology tools; however, significant cuts in the budget stalled this plan.

During downsizing and restructuring, the bureau identified its technology needs and reviewed technology tools in other building organizations of comparable size and scope to BDS. This analysis was completed in January 2010, and the Mayor's Proposed Budget includes a loan to BDS to make a major investment in technology which will significantly enhance BDS's technology tools over the next two years. BDS envisions a system that will include the following capabilities:

- ◆ Electronic access to all historic permit and land use records for customers and staff
- ◆ Online land use and permit application and plan submittal
- ◆ Electronic plan review
- ◆ Online fee payment and permit issuance
- ◆ Electronic entry of inspection results and real-time access for field staff and customers

This system will save customers and stakeholders time and money by giving them remote access to information and services, decreasing the need to visit the Development Services Center (DSC) or BDS offices. BDS will experience significant efficiency gains in its land use review, plan review, permitting, and inspection processes as it reduces its reliance on paper plans and records.

Service Improvement Plan

BDS's FY 2010-11 Service Improvement Plan describes the bureau's continuing dedication to providing excellent services to customers and the community, even as it copes with the serious financial challenges facing the development industry and the overall economy. BDS began implementing a variety of cost-saving measures in 2008 as permit revenues began to decline, and was eventually compelled to reduce its staff by one-half in 2009 in order to maintain financial stability. Since the layoffs, the bureau has been struggling to meet workload demands.

In light of these realities, the Service Improvement Plan focuses on obtaining the resources that will enable BDS to continue to provide quality services.

Technology

The Service Improvement Plan includes the Technology Initiative as described above.

Neighborhood Inspections & Land Use Services

The Neighborhood Inspections and Land Use Services (LUS) Programs have been underfunded and beset by deficits in their reserve funds for several years. Coupled with BDS's budget and staffing cuts, the underfunding of these programs has led to significant reduction in the level of services to the public.

The Mayor's Proposed Budget does not include additional funding for these programs. BDS will continue to make adjustments to these programs to align with available funds and staffing.

Match Staffing to Workload

BDS cut approximately 150 staff in 2009 due to declining permit revenues and workload. Since that time, it has become clear that permit revenues have fallen more dramatically than the workload due to the ceasing of almost all large development projects. As a result, BDS cut staff positions to balance the budget and now does not have sufficient staff to meet its current workload. Service levels throughout the bureau have fallen significantly, impacting bureau customers, development projects, and neighborhood livability.

Permit revenues have remained low through spring 2010 and other funding is not available to add staff in order to align with the bureau's current workload. A restructuring effort is ongoing to explore and implement innovative and workable solutions to many of the bureau's operational struggles, and bureau staff is working to be as responsive as possible to customers' needs.

SUMMARY OF BUDGET DECISIONS

As in past years, the creation of the bureau's budget request has involved the active participation of a variety of staff and stakeholder groups. All bureau work groups met to discuss and give input into the budget process. Budget recommendations were made by the BDS Budget Committee (BBC) comprised of employees and management. The BDS Budget Advisory Committee (BAC) met several times and has given input into the bureau's budget priorities and financial directions. For the fifth consecutive year, BDS's Labor Management Committee (LMC) has also reviewed and participated in the bureau's budget planning process. The BDS budget also has the support of the Development Review Advisory Committee (DRAC), which is composed of local representatives from the construction/development industry, neighborhoods, and the community.

Cut Vacant Positions

In FY 2009-10, BDS was confronted with an unprecedented decline in permit revenues and workload due to the ongoing economic downturn. After instituting a variety of cost-cutting measures, the bureau was finally compelled to reduce staff in order to remain financially solvent. This package removes 133 of those already vacant positions from the bureau, for a reduction of \$9.9 million. No additional reductions are being proposed.

IT Improvement Project

This package consists of a loan of \$5.2 million to BDS to make a major investment in technology which will significantly enhance BDS's technology tools. This system will save customers and stakeholders time and money by giving them remote access to information and services. BDS will experience significant efficiency gains in its land use review, plan review, permitting, and inspection processes as it reduces its reliance on paper plans and records. Implementation is anticipated to take approximately two years.

Bureau of Development Services

SUMMARY OF BUREAU BUDGET

	Actual FY 2007-08	Actual FY 2008-09	Revised FY 2009-10	Requested FY 2010-11	Proposed FY 2010-11
RESOURCES					
External Revenues					
Licenses and Permits	26,483,703	20,413,092	24,082,310	17,262,908	17,262,908
Charges for Services	10,149,641	6,216,121	9,618,942	5,942,773	5,942,773
Bond & Note	0	0	0	5,203,552	5,203,552
Miscellaneous	2,075,942	1,341,766	1,817,896	2,046,775	2,046,775
Total External Revenues	38,709,286	27,970,979	35,519,148	30,456,008	30,456,008
Internal Revenues					
Fund Transfers - Revenue	2,503,644	2,025,280	1,928,117	5,545,404	1,889,156
Interagency Revenue	600,729	405,707	1,061,127	720,678	825,578
Total Internal Revenues	3,104,373	2,430,987	2,989,244	6,266,082	2,714,734
Beginning Fund Balance	14,310,244	14,531,985	8,927,808	410,309	410,309
TOTAL RESOURCES	\$ 56,123,903	\$ 44,933,951	\$ 47,436,200	\$ 37,132,399	\$ 33,581,051
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.					
EXPENDITURES					
Bureau Requirements					
Personal Services	29,117,189	29,817,243	27,439,818	19,061,476	17,155,426
External Materials & Services	1,655,019	1,447,640	1,885,797	6,240,292	5,935,262
Internal Materials & Services	8,273,171	7,808,675	7,467,902	6,522,878	6,347,777
Total Bureau Requirements	39,045,379	39,073,558	36,793,517	31,824,646	29,438,465
Fund Requirements					
Contingency	0	0	7,535,544	2,242,470	1,077,303
Fund Transfers - Expense	2,546,539	2,963,650	2,264,514	2,369,009	2,369,009
Bond Expenses	0	0	842,625	696,274	696,274
Unappropriated Fund Balance	14,531,985	2,896,743	0	0	0
Total Fund Requirements	17,078,524	5,860,393	10,642,683	5,307,753	4,142,586
TOTAL EXPENDITURES	\$ 56,123,903	\$ 44,933,951	\$ 47,436,200	\$ 37,132,399	\$ 33,581,051
PROGRAMS					
Administration & Support			7,724,971	13,231,458	12,300,877
Combination Inspections			4,094,175	2,700,034	2,455,940
Commercial Inspections			5,000,118	3,417,910	3,173,143
Compliance Services			1,301,866	697,215	697,215
Development Services			3,483,406	3,437,320	3,234,358
Land Use Services			7,159,408	3,562,836	3,353,832
Neighborhood Inspections			2,349,761	1,523,909	1,049,782
Plan Review			3,905,623	2,231,320	2,150,674
Site Development			1,774,189	1,022,644	1,022,644
TOTAL PROGRAMS	\$	\$	\$ 36,793,517	\$ 31,824,646	\$ 29,438,465
Note: Historical program information is not available due to the level at which budget figures were converted to the new EBS cost structure.					

Bureau of Development Services

FTE SUMMARY

Class	Title	Salary Range		Revised FY 2009-10		Requested FY 2010-11		Proposed FY 2010-11	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000434	Administrative Assistant	44,533	68,619	2.00	131,160	2.00	133,617	2.00	133,617
30000433	Administrative Specialist, Sr	41,475	63,856	5.00	233,049	5.00	260,689	4.00	195,301
30000437	Administrative Supervisor II	56,763	75,670	1.00	56,760	0.00	0	0.00	0
30000173	Building Inspector II	61,797	71,510	7.00	442,308	1.00	71,508	1.00	71,508
30000174	Building Inspector, Sr	69,389	80,288	14.00	1,097,268	12.00	958,500	12.00	958,500
30000176	Building Inspector/Plans Examiner	30,347	35,131	2.00	60,696	0.00	0	0.00	0
30000442	Business Operations Manager, Sr	92,186	138,902	1.00	128,748	1.00	128,748	1.00	128,748
30000448	Business Systems Analyst	56,763	75,670	3.00	204,658	2.00	150,514	2.00	150,514
30000447	Business Systems Analyst, Assistant	44,533	68,619	1.00	59,193	1.00	61,614	1.00	61,614
30000449	Business Systems Analyst, Sr	62,629	83,637	1.00	86,076	1.00	86,076	1.00	86,076
30000183	Code Specialist I	31,866	41,163	1.00	31,872	0.00	0	0.00	0
30000184	Code Specialist II	41,829	53,768	6.00	262,932	3.00	150,660	2.00	95,604
30000186	Code Specialist III	45,094	57,387	2.00	102,480	1.00	57,384	1.00	57,384
30000170	Combination Inspector	65,915	76,336	23.00	1,630,644	13.00	990,396	11.00	834,060
30000491	Community Outreach & Informtn	44,533	68,619	1.00	44,532	0.00	0	0.00	0
30000492	Community Outreach & Informtn Rep	54,080	72,051	1.00	65,664	1.00	67,680	1.00	67,680
30000017	Customer Accounts Specialist I	33,405	46,758	2.00	66,816	0.00	0	0.00	0
30000426	Development Services Director	114,026	163,426	1.00	152,004	1.00	158,244	1.00	158,244
30000335	Development Services Project Coord	60,840	77,709	5.00	354,816	3.00	233,136	3.00	233,136
30000332	Development Services Technician I	37,378	50,086	15.00	624,240	5.00	250,440	5.00	250,440
30000333	Development Services Technician II	50,086	63,898	13.00	772,392	11.00	690,102	10.00	624,678
30000334	Development Services Technician III	60,840	77,709	2.00	137,952	2.00	144,042	2.00	144,042
30000838	Development Services Technician	30,347	30,347	1.00	30,348	0.00	0	0.00	0
30000732	Development Supervisor I	62,629	83,637	1.00	62,628	0.00	0	0.00	0
30000836	Development Supervisor II	68,994	92,726	1.00	89,119	1.00	91,842	1.00	91,842
30000168	Electrical Inspector	61,797	71,510	7.00	471,432	6.00	421,056	5.00	347,832
30000169	Electrical Inspector, Sr	69,389	80,288	5.00	390,552	5.00	390,552	5.00	390,552
30000681	Engineer, Supervising	86,237	114,982	2.00	194,418	2.00	200,923	2.00	200,923
30000365	Engineer-Civil	79,997	97,219	2.00	177,216	1.00	97,224	1.00	97,224
30000367	Engineer-Geotechnical	79,997	97,219	2.00	174,894	2.00	177,216	2.00	177,216
30000368	Engineer-Mechanical	79,997	97,219	1.00	79,992	0.00	0	0.00	0
30000369	Engineer-Structural	79,997	97,219	8.00	729,783	6.00	583,344	6.00	583,344
30000353	Engineering Associate-Civil	56,846	76,190	1.00	56,844	0.00	0	0.00	0
30000325	Engineering Technician II	50,086	63,898	1.00	58,671	1.00	61,605	1.00	61,605
30000326	Engineering Technician III	60,840	77,709	1.00	77,712	1.00	77,712	1.00	77,712
30000338	Environmental Technician II	50,086	63,898	1.00	57,948	1.00	59,876	1.00	59,876
30000567	Financial Analyst	56,763	75,670	1.00	75,672	1.00	75,672	1.00	75,672
30000566	Financial Analyst, Assistant	44,533	68,619	1.00	44,532	1.00	44,532	1.00	44,532
30000569	Financial Analyst, Principal	74,214	98,862	1.00	90,452	1.00	94,161	1.00	94,161
30000372	Graphics Designer II	50,086	63,898	1.00	50,088	0.00	0	0.00	0
30000171	Housing Inspector	44,408	56,202	6.00	301,860	6.00	328,140	4.00	213,036
30000172	Housing Inspector, Sr	58,302	67,496	2.00	125,808	1.00	67,500	1.00	67,500
30000736	Inspection Manager	85,800	116,293	4.00	440,826	4.00	453,655	4.00	453,655
30000735	Inspection Supervisor	74,214	98,862	4.00	370,824	3.00	296,604	3.00	296,604
30000453	Management Analyst, Principal	74,214	98,862	1.00	74,220	0.00	0	0.00	0
30000452	Management Analyst, Sr	62,629	83,637	1.00	83,629	1.00	83,640	1.00	83,640
30000450	Management Assistant	44,533	68,619	1.00	63,852	1.00	65,604	1.00	65,604
30000737	Noise Control Officer	59,634	79,518	1.00	79,524	1.00	79,524	1.00	79,524
30000011	Office Support Specialist I	28,350	39,354	4.00	113,424	0.00	0	0.00	0
30000012	Office Support Specialist II	31,138	43,430	12.00	422,832	4.00	173,712	4.00	173,712
30000013	Office Support Specialist III	39,832	51,272	11.00	519,856	8.00	406,980	8.00	406,980
30000014	Office Support Specialist, Lead	39,832	51,272	1.00	51,276	1.00	51,276	1.00	51,276
30000377	Planner I, City-Land Use	53,248	61,443	5.00	274,416	1.00	61,440	1.00	61,440
30000381	Planner I, City-Urban Design	53,248	61,443	2.00	106,488	0.00	0	0.00	0
30000384	Planner II, City-Environmental	58,552	67,642	3.00	184,740	1.00	67,644	1.00	67,644
30000385	Planner II, City-Land Use	58,552	67,642	19.00	1,176,084	11.00	729,132	9.00	590,604
30000389	Planner II, City-Urban Design	58,552	67,642	3.00	193,836	2.00	135,288	2.00	135,288
30000375	Planner, Associate	48,298	55,910	1.00	53,244	1.00	55,686	1.00	55,686
30000725	Planner, Principal	85,800	116,293	1.00	116,292	1.00	116,292	1.00	116,292
30000392	Planner, Sr City-Environmental	60,840	77,709	1.00	77,712	1.00	77,712	1.00	77,712
30000393	Planner, Sr City-Land Use	60,840	77,709	11.00	770,472	6.00	466,272	6.00	466,272
30000397	Planner, Sr City-Urban Design	60,840	77,709	2.00	155,424	2.00	155,424	2.00	155,424
30000724	Planner, Supervising	74,214	98,862	5.00	452,368	4.00	389,124	4.00	389,124
30000374	Planning Assistant	31,283	39,915	2.00	62,568	0.00	0	0.00	0
30000231	Plans Examiner, Commercial	64,688	74,880	13.00	902,124	8.00	590,640	7.00	513,972
30000232	Plans Examiner, Sr	70,283	81,370	2.00	162,744	2.00	162,744	2.00	162,744
30000164	Plumbing Inspector	61,797	71,510	7.00	461,724	4.00	276,324	4.00	276,324
30000165	Plumbing Inspector, Sr	69,389	80,288	4.00	310,260	4.00	323,088	3.00	240,876
30000464	Program Coordinator	59,634	79,518	1.00	59,640	0.00	0	0.00	0

Class	Title	Salary Range		Revised FY 2009-10		Requested FY 2010-11		Proposed FY 2010-11	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000466	Program Manager, Sr	74,214	98,862	1.00	90,108	1.00	92,264	1.00	92,264
30000463	Program Specialist	54,080	72,051	3.00	197,898	3.00	217,896	2.00	144,096
30000462	Program Specialist, Assistant	44,533	68,619	3.00	150,618	2.00	108,614	2.00	108,614
30000497	Public Information Manager	68,994	92,726	1.00	69,000	0.00	0	0.00	0
30000177	Site Development Inspector I	54,059	62,566	1.00	54,060	0.00	0	0.00	0
30000179	Site Development Inspector II	61,797	71,510	4.00	247,200	0.00	0	0.00	0
30000178	Site Development Inspector, Sr	69,389	80,288	1.00	80,292	1.00	80,292	1.00	80,292
30000181	Structural Inspector	61,797	71,510	1.00	61,800	0.00	0	0.00	0
30000532	Training & Development Officer	62,629	83,637	1.00	79,248	1.00	81,958	1.00	81,958
TOTAL FULL-TIME POSITIONS				293.00	\$ 18,856,852	180.00	\$ 13,163,534	167.00	\$ 12,261,794
30000368	Engineer-Mechanical	79,997	97,219	0.00	0	0.50	49,776	0.00	0
30000012	Office Support Specialist II	31,138	43,430	0.90	28,020	0.00	0	0.00	0
30000385	Planner II. City-Land Use	58,552	67,642	3.60	227,136	1.80	121,752	1.80	121,752
30000389	Planner II. City-Urban Design	58,552	67,642	0.90	60,876	0.90	60,876	0.90	60,876
30000374	Planning Assistant	31,283	39,915	1.80	56,304	0.00	0	0.00	0
30000231	Plans Examiner, Commercial	64,688	74,880	0.90	58,224	0.00	0	0.00	0
TOTAL PART-TIME POSITIONS				8.10	\$ 430,560	3.20	\$ 232,404	2.70	\$ 182,628
30000062	Accountant I	37,606	52,499	1.00	46,848	0.00	0	0.00	0
30000452	Management Analyst, Sr	62,629	83,637	2.83	214,472	2.67	217,495	2.67	217,495
30000011	Office Support Specialist I	28,350	39,354	1.00	37,890	0.00	1,736	0.00	1,736
30000375	Planner, Associate	48,298	55,910	0.75	40,599	0.00	0	0.00	0
TOTAL LIMITED TERM POSITIONS				5.58	\$ 339,809	2.67	\$ 219,231	2.67	\$ 219,231

Bureau of Development Services

BUDGET DECISIONS

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

ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY 2010-11	34,132,393	0	34,132,393	305.00	FY 2010-11 Current Appropriation Level
CAL Adjustments	0	0	0	0.00	None
Mayor's Proposed Budget Decisions	(9,897,480)	0	(9,897,480)	(132.63)	Cut 132.63 vacant positions
	0	5,203,552	5,203,552	0.00	IT Improvement Project
	(9,897,480)	5,203,552	(4,693,928)	(132.63)	Total FY 2010-11 Decision Packages
			\$ 29,438,465	172.37	Total Proposed Budget

Portland Housing Bureau

Community Development Service Area

Nick Fish, Commissioner-in-Charge

Margaret Van Vliet, Director

Bureau Summary

BUREAU MISSION

The mission of the Portland Housing Bureau (PHB) is:

Creating “home” for Portlanders by influencing the larger livability agenda and delivering housing investments and services to fill market voids.

The FY 2010-11 Proposed Budget reflects the new PHB, inclusive of the housing programs previously provided by the Portland Development Commission (PDC) housing department.

BUREAU OVERVIEW

PHB is a new City bureau that, for the first time, has the authority and shared resources to help lead a comprehensive housing agenda for Portland. PHB will do this through its careful stewardship of local and federal resources and through alignment of its policy priorities with other local strategies that aim to improve our region's livability.

Federal resources flow to PHB from the U.S. Department of Housing and Urban Development (HUD), while local funds derive from City general funds as well as tax increment financing (TIF) dedicated to affordable housing through the council-adopted 30% set-aside policy.

FY 2010-11 will be the first full year of consolidated operations for PHB, as all financial and loan servicing systems will be fully transferred from PDC to the City on July 1, 2010. Importantly, this is also the date when PDC housing department employees will become City of Portland employees.

Federal Resources

HUD is PHB's source of federal funds, mostly through entitlement grants: the Community Development Block Grant (CDBG), the HOME Grant, Housing for People with AIDS (HOPWA), and the Emergency Shelter Grant (ESG). The amount PHB receives from these grants is determined annually by congressional appropriation and by formula. In FY 2010-11, PHB's CDBG allocation increased by approximately \$800,000, and other entitlements stayed roughly the same.

PHB also receives a number of other competitive or categorical grants for homeless services and community development programs. These grants include Lead Abatement, the Neighborhood Stabilization Program (NSP), Homeless Management Information System (HMIS), and McKinney/OTIS. In FY 2009-10 PHB was awarded a \$4 million Lead Abatement grant that will be used over three years.

Stimulus Funds

In FY 2009-10, PHB received a \$3.5 million NSP grant as part of the federal economic stimulus package; funds not expended in FY 2009-10 will carryover to FY 2010-11 for spending. Also in FY 2009-10, PHB appropriated American Recovery and Reinvestment Act (ARRA) federal stimulus funds to supplement the budget. PHB received \$2.7 million in CDBG-ARRA stimulus funds and \$4.2 million in HPRRP-ARRA (Homelessness Prevention and Rapid Re-Housing Program) stimulus funds. Approximately \$1.9 million of the HPRRP funds will be spent in FY 2010-11 following year end carryover from FY 2009-10. All other federal economic stimulus funds received by PHB in FY 2009-10 were committed in FY 2009-10.

All federal funds are subject to customary restrictions on use and normal compliance monitoring obligations. Federal regulations also provide a maximum cap on the amount of funds from each grant that may be spent for administrative and public service activities.

Local Resources

PHB allocates General Fund and Housing Investment Fund (HIF) resources appropriated by Council. These flexible resources are used consistent with Council's direction to fund a variety of programs that advance City housing goals that may not be met with Federal resources because of use restrictions.

TIF affordable housing resources are also administered by PHB. Investments of TIF set-aside housing resources are done in collaboration with PDC, both to achieve alignment of housing development with other urban revitalization and economic development goals and to ensure compliance with state laws governing the use of TIF. In FY 2010-11 TIF will represent the single largest source of PHB resources. Because of the way in which the set-aside amounts are calculated over a five-year period, the amount available to housing will diminish substantially in the subsequent two years.

Program Emphasis

PHB invests in housing across a continuum, from housing and shelter assistance for people experiencing homelessness, to rentals serving households that have little or no income through those who earn 60% of median family income (MFI), and up to first-time homebuyers and homeowners who earn as much as the area's median income (\$72,000 for a family of four). Within this continuum of housing, PHB continues several initiatives and focus areas in FY 2010-11 that were initiated before PHB was formed. These include:

1. Continuing the Ending Homelessness Initiative to support a 10-year plan that was adopted in 2005;
2. Preserving Federally-assisted rental properties at risk of conversion to market-rate housing; and
3. Closing the minority homeownership gap.

The Economic Opportunity Initiative is a program funded under the predecessor bureau, the Bureau of Housing and Community Development (BHCD), through CDBG funds. This program is now operated by PDC, and the federal funds are passed through PHB.

Numerous public engagement processes inform PHB priorities and program emphasis. PHB receives the advice of the Housing and Community Development Commission of Multnomah County (HCDC) and its subcommittees, particularly in the expenditure of federal resources; the Urban Renewal Advisory Committees (URACs) established in each PDC Urban Renewal Area to advise on the use of tax increment funds; the Coordinating Committee to End Homelessness, which oversees implementation of the Ten-Year Plan to End Homelessness; and the Budget Advisory Committee, convened specifically to provide feedback on budget approach and priorities. Multiple other advocacy groups and associations also work closely with PHB to provide feedback about program emphasis.

PHB will launch a strategic planning process in FY 2009-10 to refine its strategic direction and business plan over the next three years.

Operations

PHB is organized into three Divisions: Housing Programs, Business Operations and Strategic Policy and Planning. The Housing Programs are overseen by the Assistant Housing Director, and include: The Ending Homelessness Initiative, Housing Access and Stabilization, Rental Housing Development & Finance, and Homeownership Assistance. With the exception of some homeownership financing programs which are retail in nature, PHB's programs and resources are delivered through development agreements, loan agreements, grants, and contracts with community-based organizations, non-profit service providers, and private developers. Thus, PHB provides very little in the way of direct service to citizens of Portland.

The Business Operations Division includes: Finance and Accounting, Business Analysis, Research and Information Technology, Asset Management and Loan Servicing, Compliance, and Human Resources. This division will continue to work closely with PDC and OMF to ensure housing finance functions transition smoothly.

The Strategic Policy and Planning Division includes: Public Engagement, Housing Policy and Planning, and Legislative and Intergovernmental Relations. This division coordinates development of City policy with other Bureaus (e.g., Bureau of Planning & Sustainability and PDC) and with other jurisdictions (e.g., Multnomah County and Gresham).

The Director's Office includes an Executive Assistant, the Public Information Officer and the Assistant Housing Director. (Note: the Assistant Housing Director manages the aforementioned housing programs.)

STRATEGIC DIRECTION

PHB's creation provides the City with a single agency responsible for the investment of local and federal resources towards identified policy priorities. In general, the strategic direction calls for the investment in and support of affordable housing across a continuum of housing needs from homelessness to homeownership. Pending development of an updated Strategic Plan, PHB is operating with a "working" statement of mission, vision, and values. Our working mission is *"to create 'home' for Portlanders through influencing the larger livability agenda and delivering housing investments to fill market voids."*

Vision Statement

Portland neighborhoods that are safe, attractive, complete, and inclusive, including the following attributes:

- ◆ Neighborhoods provide choice
- ◆ People feel safe and cared for

- ◆ Residents value shared assets
- ◆ Portlanders have easy access to what they need to thrive
- ◆ More low-income residents are able to gain self-sufficiency

Values

- ◆ EQUITY: PHB recognizes that overcoming historic and institutional bias requires new ways of thinking about access, inclusion, and priority.
- ◆ STEWARDSHIP: PHB is accountable for creating public value.
- ◆ INTEGRITY: PHB conducts its business with honesty and transparency.
- ◆ EMPLOYEES: They are PHB's greatest resource.
- ◆ COLLABORATION: Shared risk-taking; shared accountability; shared success.

Primary Strategies

- ◆ Influence: We influence Portland's livability development agenda on behalf of low and moderate income residents and stay current with economic and urban development trends that may impact our core constituencies.
- ◆ Deliver: We deliver homes where the market does not, to lower income families and individuals.
- ◆ Analyze: We understand the comprehensive housing needs of Portland's residents and neighborhoods, and articulate how our investments have impact.

This framework is a useful interim statement of PHB's strategic direction, and draws heavily on the results of various public engagement processes undertaken in recent years. As noted above, PHB is completing a strategic planning process in the Fall of 2010 that will test this framework and provide greater clarity about program emphasis and business approach to guide PHB for the next three years.

Service Improvement Plan

PHB has identified its top three service areas to improve upon in FY 2010-11. Those areas are listed below, along with a brief description of how they will be implemented:

Improve Housing Program Delivery

PHB will achieve this goal upon the full integration of housing development finance, asset management and loan servicing in the new Portland Housing Bureau. PHB will streamline business processes and enhance consistency and coordination related to decision making, loan approvals, and software integration. This work will be completed by June 30, 2011. Success will be measured through customer feedback and data analysis.

Complete Strategic Plan and Implement New Organizational Structure

PHB will increase the effectiveness and efficiency through completion of a new strategic plan and implementation of a new organizational structure. This will allow for the alignment of staff and programs to best deliver the highest priority projects, products, and services. This work will be completed by June 30, 2011 through the development, adoption and implementation of the PHB Strategic Plan.

Increase Accountability and Transparency

PHB will provide increased emphasis on accountability for programs through the development and adoption of a PHB data dashboard. This process will serve to inform internal and external stakeholders of PHB's progress towards meeting its goals. PHB will develop this dashboard by June 30, 2011.

SUMMARY OF BUDGET DECISIONS

PHB Budget Structure PHB's resources are located in seven separate funds. These include the General Fund, the Housing Community and Development Fund, the HOME Grant Fund, the Federal Grant Fund, the Tax Increment Financing Reimbursement Fund, the Headwaters Apartment Complex Fund, and the Housing Investment Fund (HIF).

Budget Direction As part of the FY 2010-11 budget development process, PHB engaged a budget advisory committee (BAC). This citizen committee reviewed PHB financial and programmatic details and provided recommendations concerning budget direction and priorities. Additionally, the Office of Management and Finance directed bureaus to participate in two program ranking exercises in an effort to guide budget decisions:

- ◆ An internal "core mission" ranking, focused on how essential each program is to achieving the bureau's core mission
- ◆ A community priority ranking, which PHB administered through an online survey of PHB's customers, partners and stakeholders, as well as members of the community-at-large.

Additionally, PHB engaged two other groups in program ranking exercises in order to inform the bureau budget development process:

1. PHB employees
2. BAC members

Decision Packages The PHB receives approximately \$3.13 million in one-time general fund resources in the FY 2010-11 Proposed Budget.

The detail of the decision packages are listed below:

Homeless Programs

- ◆ Shelters & Emergency Services - To provide year-round, winter, and severe weather shelter and supportive services for men and women. Also provides day services for homeless and marginally housed individuals, outreach to mentally ill homeless adults and families, syringe exchange services, and funding for the Rose City Resource Guide. \$459,200 [One-time General Fund]
- ◆ Youth Shelter Passthrough to Multnomah County - To provide 30 spaces per night of short-term youth shelter with supportive services (ages 13 to 25), and 28 transitional and independent housing beds for homeless youth (ages 16 to 25). \$903,500 [One-time General Fund]
- ◆ Rental Assistance - To provide 100+ formerly homeless individuals and families placed in FY 2010-11 rent assistance and services; 210-240 additional households will move from the streets or shelters to permanent housing; of all individuals placed or retained in permanent housing, 85% will retain housing six months following placement. \$931,500 [One-time General Fund]

- ◆ Housing Services - To provide information and referral, advocacy and case management services for low-income renters confronting homelessness, eviction, housing discrimination and unhealthy housing conditions. \$236,800 [One-time General Fund]
- ◆ Homeless Campaign - Funds allocated to launch a campaign to strategically reduce the number of homeless people in the central city using approximately \$1.3 million in one-time funds. The campaign includes partners from the business community working collaboratively with service providers to provide targeted outreach to move 75 homeless households into housing and providing shelter for 100 individuals per day. The goal is to serve over 400 unduplicated individuals. \$1,300,000 [One-time General Fund]
- ◆ A portion of the funding in the FY 2010-11 Proposed Budget is General Fund resulting from 2009 state legislation (HB 3056) wherein a portion of tax increment revenues in new or amended districts flow back to overlapping jurisdictions once the increment reaches 3% of maximum indebtedness. A Budget Note is included in the Proposed Budget that allocates the City's portion of this revenue sharing to economic development (70%) and housing activities (30%).

Housing Programs

- ◆ Operation Home - To support culturally-specific agencies in efforts to provide outreach and marketing, education and counseling to potential homeowners. \$500,000 [PHB is identifying carryover funds from the FY 2009-10 HIF to cover these costs.]
- ◆ Development Services Inspections - This request funds an interagency between PHB and the Bureau of Development Services (BDS), which provides housing inspection services to mitigate substandard housing issues, lack of habitability and environmental health hazards in Portland rental housing. Providing funding for two inspectors allows for increased inspection capacity. \$225,600 [CDBG]

Reductions to General Fund Budget

- ◆ The bureau is submitting reductions to meet the 3% ongoing and 1% one-time general fund targets set by OMF. Both cuts will be submitted for the rent assistance program, which currently holds the majority of the bureau's general fund. \$250,991 [\$185,021 ongoing General Fund; \$61,674 one-time General Fund]

Positions Changes

- ◆ One position will be converted to a BTS (Bureau of Technology Services) position during this budget process. This position is moving to PHB as a result of the transfer of PDC Housing operations.

Position Reductions

The Proposed Budget reflects staffing levels for the new Portland Housing Bureau. This includes a reduction of six positions by PDC, to be effective prior to the transition as a result of Housing Bureau program recommendations. An additional position is reduced as part of the reorganization.

The seven positions eliminated represent 17% of the administrative costs within the Tax Increment Financing Reimbursement Fund.

PHB's total staffing is 67 positions after the reorganization.

Portland Housing Bureau

SUMMARY OF BUREAU BUDGET

	Actual FY 2007-08	Actual FY 2008-09	Revised FY 2009-10	Requested FY 2010-11	Proposed FY 2010-11
RESOURCES					
External Revenues					
Charges for Services	426	0	0	1,331,178	1,326,850
Intergovernmental	19,426,844	15,885,830	39,492,067	89,241,998	89,328,193
Bond & Note	5,078,505	6,801,725	12,871,000	9,350,000	8,479,000
Miscellaneous	8,364,333	8,794,123	9,177,599	7,745,500	1,732,890
Total External Revenues	32,870,108	31,481,678	61,540,666	107,668,676	100,866,933
Internal Revenues					
General Fund Discretionary	14,280,630	13,990,035	13,152,464	10,139,083	9,747,387
Fund Transfers - Revenue	6,342,992	1,021,052	50,000	2,118,572	2,118,572
Interagency Revenue	2,260,319	11,000	11,500	11,500	11,500
Total Internal Revenues	22,883,941	15,022,087	13,213,964	12,269,155	11,877,459
Beginning Fund Balance	10,261,276	5,678,365	1,018,634	2,000,000	2,000,000
TOTAL RESOURCES	\$ 66,015,325	\$ 52,182,130	\$ 75,773,264	\$ 121,937,831	\$ 114,744,392
<p>Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose. Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.</p>					
EXPENDITURES					
Bureau Requirements					
Personal Services	2,728,471	2,905,742	3,148,665	7,230,839	6,542,996
External Materials & Services	40,530,763	39,825,127	60,665,003	101,527,627	101,239,192
Internal Materials & Services	2,543,113	501,864	2,766,997	971,230	1,368,378
Total Bureau Requirements	45,802,347	43,232,733	66,580,665	109,729,696	109,150,566
Fund Requirements					
Contingency	0	0	0	2,264,269	2,694,960
Fund Transfers - Expense	7,091,798	956,831	1,042,599	2,893,866	2,898,866
Bond Expenses	7,442,815	7,287,608	8,150,000	7,050,000	0
Unappropriated Fund Balance	5,678,365	704,958	0	0	0
Total Fund Requirements	20,212,978	8,949,397	9,192,599	12,208,135	5,593,826
TOTAL EXPENDITURES	\$ 66,015,325	\$ 52,182,130	\$ 75,773,264	\$ 121,937,831	\$ 114,744,392
PROGRAMS					
Administration & Support			5,578,435	6,339,782	7,148,141
Area Planning			9,699	0	0
Economic Opportunity			4,478,913	2,749,310	2,749,310
Ending Homelessness Programs			16,192,505	10,619,841	11,598,126
Home Ownership Programs			0	21,264,013	19,343,368
Rental Housing Programs			40,321,113	68,756,750	68,311,621
TOTAL PROGRAMS	\$	\$	\$ 66,580,665	\$ 109,729,696	\$ 109,150,566
<p>Note: Historical program information is not available due to the level at which budget figures were converted to the new EBS cost structure.</p>					

Portland Housing Bureau

FTE SUMMARY

Class	Title	Salary Range		Revised FY 2009-10		Requested FY 2010-11		Proposed FY 2010-11			
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount		
30000062	Accountant I	37,606	52,499	1.00	52,500	1.00	52,500	1.00	52,500		
30000064	Accountant III	54,142	66,102	0.00	0	1.00	63,876	1.00	63,876		
30000433	Administrative Specialist, Sr	41,475	63,856	3.00	157,392	9.00	454,270	8.00	402,046		
30000201	Applications Analyst I-Generalist	54,080	72,051	0.00	0	0.00	0	0.00	0		
30000441	Business Operations Manager	74,214	98,862	1.00	98,868	1.00	98,868	1.00	98,868		
30000448	Business Systems Analyst	56,763	75,670	0.00	0	1.00	70,440	1.00	70,440		
30000492	Community Outreach & Informtn Rep	54,080	72,051	0.00	0	2.00	150,600	0.00	0		
30000493	Community Outreach & Informtn Rep,	59,634	79,518	0.00	0	0.00	0	2.00	156,768		
30000567	Financial Analyst	56,763	75,670	1.00	72,012	1.00	74,472	1.00	74,472		
30000566	Financial Analyst, Assistent	44,533	68,619	1.00	63,744	1.00	66,356	1.00	66,356		
30000569	Financial Analyst, Principal	74,214	98,862	1.00	92,004	1.00	94,830	1.00	94,830		
30000568	Financial Analyst, Sr	62,629	83,637	1.00	62,628	1.00	62,628	1.00	62,628		
30001361	Housing Construction Coordinator	54,080	72,051	0.00	0	0.00	0	2.00	145,740		
30001362	Housing Construction Coordinator, Sr	59,634	79,518	0.00	0	0.00	0	3.00	235,632		
30001363	Housing Development Finance	62,629	83,637	0.00	0	0.00	0	4.00	346,296		
30000417	Housing Director	101,421	145,205	1.00	134,988	1.00	140,532	1.00	140,532		
30001260	Housing Director, Assistant	85,800	116,293	1.00	98,004	1.00	100,342	1.00	100,342		
30001369	Housing Loan Compliance Analyst II	41,475	63,856	0.00	0	0.00	0	1.00	64,824		
30001370	Housing Loan Compliance Analyst III	54,080	72,051	0.00	0	0.00	0	1.00	70,896		
30001364	Housing Loan Coordinator	44,533	68,619	0.00	0	0.00	0	1.00	62,784		
30001365	Housing Loan Coordinator, Sr	56,763	75,670	0.00	0	0.00	0	2.00	143,628		
30000504	Housing/Community Development	79,830	106,288	1.00	104,018	1.00	106,284	1.00	106,284		
30001367	Lead Grant Program Coordinator	59,634	79,518	0.00	0	0.00	0	1.00	70,044		
30000451	Management Analyst	56,763	75,670	0.00	0	2.00	143,628	0.00	0		
30000453	Management Analyst, Principal	74,214	98,862	1.00	87,384	1.00	90,075	1.00	90,075		
30000452	Management Analyst, Sr	62,629	83,637	1.00	74,606	2.00	148,560	1.00	77,664		
30000450	Management Assistant	44,533	68,619	1.00	49,512	3.00	174,984	1.00	51,540		
30000012	Office Support Specialist II	31,138	43,430	1.00	43,428	1.00	43,428	1.00	43,428		
30000464	Program Coordinator	59,634	79,518	7.00	475,246	20.00	1,445,636	12.00	867,897		
30000465	Program Manager	62,629	83,637	3.00	228,358	9.00	760,920	4.00	333,744		
30000466	Program Manager, Sr	74,214	98,862	0.00	0	2.00	223,476	1.00	115,980		
30000463	Program Specialist	54,080	72,051	3.00	195,246	7.00	463,917	5.00	318,177		
30000462	Program Specialist, Assistant	44,533	68,619	2.00	137,232	2.00	137,232	2.00	137,232		
30000495	Public Information Officer	62,629	83,637	1.00	62,628	1.00	62,628	1.00	62,628		
TOTAL FULL-TIME POSITIONS						32.00	\$ 2,289,798	72.00	\$ 5,230,482	65.00	\$ 4,728,151
30000447	Business Systems Analyst, Assistant	44,533	68,619	2.00	95,901	2.00	99,840	2.00	99,840		
TOTAL LIMITED TERM POSITIONS						2.00	\$ 95,901	2.00	\$ 99,840	2.00	\$ 99,840

Portland Housing Bureau

BUDGET DECISIONS

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

ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY 2010-11	114,067,478	0	114,067,478	34.00	FY 2010-11 Current Appropriation Level
CAL Adjustments					
	3,898,648	0	3,898,648	40.00	Planned positions with funding from PDC
	1,740,800	0	1,740,800	0.00	Tech Adjustments from planning base in transition
	(671,543)	0	(671,543)	(6.00)	PDC position reductions prior to transfer
	0	6,179,000	6,179,000	0.00	Section 108 program increase
	(14,050,000)	0	(14,050,000)	0.00	Elimination of HLOC program in transition
Mayor's Proposed Budget Decisions					
	(185,021)	(61,674)	(246,695)	0.00	Reduction to Long-Term Rent Assistance
	0	459,200	459,200	0.00	Shelter and Emergency Services
	0	236,800	236,800	0.00	Housing Services
	0	903,500	903,500	0.00	Youth Shelter - Multnomah County Passthrough
	0	931,500	931,500	0.00	Short-Term Rent Assistance
	0	0	0	(1.00)	Shift IT Position to BTS
	0	0	0	0.00	CDBG reallocated for 2 FTE Housing Inspectors
	0	1,300,000	1,300,000	0.00	Additional Emergency Shelter Services
	(4,296)	0	(4,296)	0.00	OMF IA Reductions
	(9,271,412)	9,948,326	676,914	(1.00)	Total FY 2010-11 Decision Packages
			\$ 114,744,392	67.00	Total Proposed Budget

Bureau of Planning and Sustainability

Community Development Service Area

Mayor Sam Adams, Commissioner-in-Charge

Susan Anderson, Director

Bureau Summary

BUREAU MISSION

In 2009, City Council created the Bureau of Planning and Sustainability (BPS) by merging the Bureau of Planning and the Office of Sustainable Development. In recent months BPS has conducted a strategic planning process with internal and external stakeholders to establish the strategic direction and core values of the new bureau. The resulting mission statement is not yet final, but a preliminary draft is as follows:

Create a prosperous, equitable and environmentally healthy city comprised of diverse, distinct neighborhoods. Engage and inspire residents and businesses, build partnerships and foster innovation to promote practical solutions.

BUREAU OVERVIEW

The new Bureau of Planning and Sustainability builds on the outstanding history of planning and sustainable development in Portland and works to integrate sustainability principles into Portland's plans, policies, programs and operations. To do this the bureau draws on deep staff expertise and effective extensive community engagement.

BPS promotes integrated land use planning and development based on sustainability principles and practices, seeking to advance equity, support the local economy, and ensure a highly livable, vibrant community. BPS develops and implements policies and programs that provide environmental, economic and social benefits to residents, businesses, and government, and strives to strengthen Portland's position as an international model of sustainable practices and commerce. To accomplish these objectives, the bureau:

Works with the City Council, Planning Commission, Sustainable Development Commission, other City bureaus, public agencies and the community to define shared values and develop a cohesive, inclusive vision for the future of Portland

Develops and coordinates a city-wide strategic plan and Comprehensive Plan to guide the sustainable development of the city and ensures that City policies, implementation tools, and zoning designations are consistent with the Comprehensive Plan, sustainability principles, and regional and state requirements

Develops and supports the application of City sustainability principles, the Climate Action Plan, Portland Recycles! Plan, and related policies and programs that address green building, renewable energy, energy efficiency, sustainable food systems and sustainability in municipal operations

Provides in-depth analysis and policy development to address economic, environmental, housing, historic preservation, and community development policies and programs; updates demographic data; advocates for and advances quality sustainable urban design; works to ensure natural resource enhancement; supports thriving neighborhoods and business communities

Administers the City's solid waste and recycling rules and programs and provides technical assistance and support to businesses, residents, nonprofit organizations, and public agencies to reduce waste, increase reuse, and increase recycling

Seeks to expand the City's partnerships with public, private, and community-based organizations, advancing collaborative and entrepreneurial approaches to fostering sustainability throughout Portland

Bureau organization **Office of the Director**

The Office of the Director provides leadership within the bureau, City and a broad range of local, regional, national, and international stakeholders and partners.

Major Programs

Major programs of BPS for FY 2010-11 include:

- ◆ Citywide Planning
- ◆ Comprehensive Planning, including Intergovernmental Coordination, Economic Development and Historic Preservation
- ◆ Environmental Planning
- ◆ District Planning
- ◆ Central City Planning and Urban Design
- ◆ River Planning
- ◆ Green Building
- ◆ Business and Governmental Sustainability Outreach
- ◆ Sustainable Food
- ◆ Energy and Climate Policy and Programs
- ◆ Solid Waste Policy and Operations
- ◆ Residential Sustainability Outreach

Operations The Operations staff provide administration, business services, technical services and other central functions bureau-wide to ensure efficient, effective operation of the organization.

STRATEGIC DIRECTION

Comprehensive Plan (Portland Plan) A top priority for the Bureau of Planning and Sustainability has been the State-mandated periodic review and update of the City's Comprehensive Plan, known as the Portland Plan. This starts with development of a strategic framework shared by the City and the 18 other government agencies that affect Portland. Development of this plan requires broad and extensive involvement of Portland businesses, institutions, organizations and residents. The

plan identifies citywide objectives across a wide range of policy areas and will include targets and indicators with which to track success. It will recommend a set of projects for action in the near term as well as policies to guide future actions. The strategic element of the project will be completed in FY 2010-11. This includes issue and condition analysis, direction setting, development of initial strategies and extensive public engagement. All of this is part of and advances the comprehensive plan work plan.

Comprehensive Plan Update

State law requires the City to update the policies of the 1980 Comprehensive Plan to reflect the values, goals, and challenges of today. This is the City's primary policy document guiding the economic, social, and physical development of the city over the long term and guides the work of many City bureaus.

Central Portland Plan

The Central City Plan is a specific comprehensive plan element addressing downtown and the central city. It will update the 1972 Downtown Plan and 1988 Central City Plan. The existing plans lack relevance for Portland's current conditions. The updated plan will help shape future growth and public and private investments. It will identify how the City keeps the central city as the economic engine of the region's economy. It will produce recommendations on specific central city issues such as how to support expansion of major institutions; how to support the increase in central city residents and livability; how to preserve and increase the supply of affordable housing; how to continue to support the regional roles of the central city in arts, culture, entertainment and retail; and how to make the central city a model of sustainability. The Central City Plan will also update plans for the eight sub-districts (Downtown, River, Lower Albina, Lloyd/Rose, Central Eastside, South Waterfront, University, and Goose Hollow). The Central City Plan also will be part of designing the future of urban renewal in the central city. Two central city urban renewal areas recently expired and a third is set to expire in 2013. The City faces the choice of whether these should be replaced, for what purpose, and where.

Climate Action Plan

Climate change impacts housing, industry, agriculture, water resources, transportation, energy use, and quality of life. Portland's pioneering work to reduce emissions has provided widely recognized examples of beneficial approaches to climate protection. In October 2009, City Council adopted the Climate Action Plan, a major update to the City's existing climate protection strategy. The Climate Action Plan establishes a goal of reducing carbon emissions 80 percent by 2050 and proposes specific actions for the City to take in the next three years to accelerate the transition to a low-carbon community. Major identified actions address land use planning, transportation, energy use in buildings, waste reduction, food choice and preparing for the physical and social impacts of a changing climate. Key efforts in 2010-11 include expanding Clean Energy Works Portland, a program that provides up-front financing to building owners to improve the energy-efficiency of their properties, and facilitating the development of low-carbon district energy systems in Portland.

Sustainable Food Systems

The manner in which food is grown, processed, distributed, prepared, consumed, and discarded has major economic, health and environmental consequences. From farm to table to landfill, several food-related issues require urgent attention:

- ◆ Farmers in the region face challenges due to land use constraints and global competition
- ◆ A growing number of residents have to rely on emergency food sources
- ◆ Food waste accounts for over one-fifth of the solid waste Portland sends to landfills

- ◆ Although many factors shape our food system, local government has tools to promote health, the environment, and the economy through its policies and actions related to economic development, education, recreation programs, solid waste management, purchasing and urban planning.

Waste Reduction and Food Scrap Collection

In 2008 Portland City Council adopted the Portland Recycles! Plan, a comprehensive policy framework for residents and businesses to attain a 75 percent recycling goal by 2015. In 2010-11, BPS will expand curbside food-scrap collection to residences throughout Portland and continue to provide technical assistance to Portland's 20,000 businesses in help achieve the new goals.

Service Improvement Plan

The bureau's primary focus in terms of service improvements for FY 2010-11 will be in the areas of equity and public engagement.

Equity

Portland is renowned for its demonstrable success in pursuing sustainable development, but we continue to face challenges in advancing equity, cultural competence and diversity development throughout the community. Development and implementation of major efforts like the Portland Plan and Climate Action Plan present critical opportunities to ensure that equity is a central component of the new bureau's work, and BPS is committed to integrating the social elements of sustainability into all aspects of its programs, policies and plans.

Portland Plan

BPS is committed to integrating the social elements of sustainability into all aspects of its programs, policies and plans. Development of the Portland Plan is an important opportunity to ensure that equity is a central component of the new bureau's work.

BPS has and will continue to devote special attention in the Portland Plan to bring Portlanders to the table who may not traditionally be involved in City processes: culturally-based groups, youth, and others. In FY 2010-11, BPS staff will continue to use culturally-appropriate outreach and engagement approaches to encourage emerging leaders and community members to participate in the Portland Plan.

Public Engagement on Climate Action

Slowing climate change is a global priority of unparalleled urgency. Portland has made notable progress in reducing emissions, but efforts must accelerate dramatically to achieve the goals of the Climate Action Plan, adopted by City council in October 2009. Portland residents and businesses have historically been quick to adopt environmentally responsible practices, and BPS sees a need and opportunity to harness this capacity to accelerate carbon-reduction work. Evidence suggests that Portlanders want to make these changes but need clear, easily accessible information and consistent motivation to take action.

SUMMARY OF BUDGET DECISIONS

Mandatory Reductions in General Fund and Solid Waste Management Fund Resources (Cut Packages)

To achieve the required 4% reduction (\$295,650) in General Fund resources, the bureau re-aligned its base budget by generating salary savings by changing the use of six Council-authorized positions, permanently cutting an additional 0.5 FTE Data Analyst and reducing core funding for contracts. It also replaced \$135,000 of General Fund ongoing revenue with revenues from external sources including grants and intergovernmental agreements related to Solid Waste and Recycling. The result is a bare-bones budget which BPS believes will still be able to accomplish the core mission and programs of the bureau.

Requests for One-Time Funding (Add Packages)

General Fund resources

While the overall BPS budget includes a diversified mix of funding sources, a significant portion of the funding for its planning programs has historically relied on the General Fund. For years, the level of ongoing General Fund support has been significantly lower than what is needed to carry out the work plan. Thus Council has relied on one-time General Fund resources to supplement the ongoing commitment of General Fund. The Mayor's Proposed Budget for FY 2010-11 approves \$963,925 in GF one-time resources for the following programs and projects:

- ◆ Comprehensive Plan and Central Portland Plan - \$800,000
- ◆ River Plan - \$167,316
- ◆ Youth Planning Program - \$70,522

Other funding decisions in the Proposed Budget

Port of Portland

The Bureau of Planning and Sustainability's Proposed Budget also reflects the renewal of an intergovernmental agreement to continue the West Hayden Island project, a collaborative long-range planning effort with the Port of Portland. This project began in FY 2009-10 and will continue into FY 2010-11. Two program staff and related expenses are budgeted at \$322,000 and are supported by intergovernmental revenues from the Port. The project will result in a concept plan for the future of West Hayden Island, leading to possible annexation. The primary policy decision is determining if the right mix of future land uses, which may include marine industrial development, open space, recreation, and environmental conservation/restoration.

Solid Waste Management Fund

BPS' Proposed Budget also incorporates approved funding for the following projects: The Portland Recycles Phase II (one-time use of fund reserves); the Public Recycling Containers and the Durable Lunch Trays projects (reserves and commercial tonnage fee revenues). For the Public Recycling Containers and Durable Lunch Trays projects, the bureau will "front" internal revenues to help cover program expenses out of reserves and anticipates recovering and restoring funds through a \$1.00 / ton increase in the commercial tonnage fee. The fee increase will enable the bureau to continue to employ its strategic allocation of reserve funds and implement adopted programs over the life of the five-year plan.

- ◆ Public Recycling Containers - \$387,450
- ◆ Portland Recycles Phase II - \$450,000
- ◆ Durable Lunch Trays for PPS - \$70,000

Bureau of Planning and Sustainability

SUMMARY OF BUREAU BUDGET

	Actual FY 2007-08	Actual FY 2008-09	Revised FY 2009-10	Requested FY 2010-11	Proposed FY 2010-11
RESOURCES					
External Revenues					
Licenses and Permits	0	0	2,282,964	2,508,815	2,508,815
Charges for Services	43,316	2,984	1,473,877	1,712,750	1,440,200
Intergovernmental	729,183	868,262	9,409,866	2,427,733	2,447,733
Miscellaneous	8,641	8,086	106,633	74,418	74,418
Total External Revenues	781,140	879,332	13,273,340	6,723,716	6,471,166
Internal Revenues					
General Fund Discretionary	9,227,278	9,609,981	9,385,111	9,004,543	8,121,508
General Fund Overhead	147,010	149,410	149,256	152,950	152,950
Fund Transfers - Revenue	4,265	2,375	653,975	0	0
Interagency Revenue	297,896	417,682	1,313,553	184,067	173,921
Total Internal Revenues	9,676,449	10,179,448	11,501,895	9,341,560	8,448,379
Beginning Fund Balance	0	0	4,143,967	3,299,128	3,299,128
TOTAL RESOURCES	\$ 10,457,589	\$ 11,058,780	\$ 28,919,202	\$ 19,364,404	\$ 18,218,673

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.

EXPENDITURES					
Bureau Requirements					
Personal Services	6,711,729	7,617,823	11,093,092	10,704,892	10,204,270
External Materials & Services	1,336,781	1,325,765	10,265,654	3,810,255	3,188,331
Internal Materials & Services	2,403,814	2,162,126	3,453,851	2,685,727	2,654,942
Total Bureau Requirements	10,452,324	11,105,714	24,812,597	17,200,874	16,047,543
Fund Requirements					
Contingency	0	0	90,774	0	0
Fund Transfers - Expense	5,265	2,375	923,518	230,601	235,601
Bond Expenses	0	0	44,854	37,063	37,063
Unappropriated Fund Balance	0	(49,309)	3,047,459	1,895,866	1,898,466
Total Fund Requirements	5,265	(46,934)	4,106,605	2,163,530	2,171,130
TOTAL EXPENDITURES	\$ 10,457,589	\$ 11,058,780	\$ 28,919,202	\$ 19,364,404	\$ 18,218,673

PROGRAMS					
Administration & Support			4,843,713	3,141,904	3,120,796
Area Planning			4,310,609	3,062,067	2,864,805
Citywide Planning			1,483,993	3,520,623	3,082,736
Solid Waste & Recycling			2,462,948	2,443,127	2,170,577
Specialized Planning			1,769,297	466,729	247,205
Technical Services			7,391,886	1,373,026	1,375,526
Training, Education & Outreach			2,550,151	3,193,398	3,185,898
TOTAL PROGRAMS	\$	\$	\$ 24,812,597	\$ 17,200,874	\$ 16,047,543

Note: Historical program information is not available due to the level at which budget figures were converted to the new EBS cost structure.

Bureau of Planning and Sustainability

FTE SUMMARY

Class	Title	Salary Range		Revised FY 2009–10		Requested FY 2010–11		Proposed FY 2010–11	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000433	Administrative Specialist, Sr	41,475	63,856	3.00	155,220	3.00	159,442	3.00	159,442
30000436	Administrative Supervisor I	54,080	72,051	1.00	61,236	1.00	62,699	1.00	62,699
30000441	Business Operations Manager	74,214	98,862	1.00	98,868	1.00	98,868	1.00	98,868
30000447	Business Systems Analyst, Assistant	44,533	68,619	1.00	26,724	0.50	22,248	-0.50	(17,784)
30000184	Code Specialist II	41,829	53,768	1.00	53,772	1.00	53,772	1.00	53,772
30000491	Community Outreach & Informtn	44,533	68,619	1.00	50,232	1.00	51,600	1.00	51,600
30000492	Community Outreach & Informtn Rep	54,080	72,051	2.00	126,060	5.00	358,852	4.00	286,852
30000506	Conservation Program Coordinator	59,634	79,518	4.00	269,416	4.00	277,036	4.00	277,036
30000507	Conservation Program Coordinator,	62,629	83,637	5.00	339,898	4.00	266,530	4.00	266,530
30000509	Conservation Program Manager	74,214	98,862	1.00	76,540	1.00	79,680	1.00	79,680
30000505	Conservation Program Specialist	54,080	72,051	2.00	136,524	3.00	203,415	3.00	203,415
30000338	Environmental Technician II	50,086	63,898	0.00	0	0.80	51,072	0.80	51,072
30000568	Financial Analyst, Sr	62,629	83,637	1.00	71,508	1.00	73,713	1.00	73,713
30000343	GIS Technician III	60,840	77,709	1.00	77,712	1.00	77,712	1.00	77,712
30000373	Graphics Designer III	60,840	77,709	1.00	77,712	1.00	77,712	1.00	77,712
30000212	Inf Syst Analyst II-GIS,Vertical	56,763	75,670	1.00	75,672	1.00	75,672	1.00	75,672
30000604	Inf Syst Supvr-Bureau IS & GIS	74,214	98,862	1.00	98,868	1.00	98,868	1.00	98,868
30000451	Management Analyst	56,763	75,670	0.00	0	3.00	216,551	2.00	146,195
30000450	Management Assistant	44,533	68,619	2.00	122,601	2.00	124,724	2.00	124,724
30000012	Office Support Specialist II	31,138	43,430	5.00	210,324	4.00	172,292	4.00	172,292
30000013	Office Support Specialist III	39,832	51,272	2.00	91,104	2.00	91,104	2.00	91,104
30000377	Planner I, City-Land Use	53,248	61,443	1.00	61,440	1.00	61,440	1.00	61,440
30000383	Planner II. City-Economic	58,552	67,642	1.00	67,644	1.00	67,644	1.00	67,644
30000385	Planner II. City-Land Use	58,552	67,642	9.00	608,796	13.00	879,372	12.50	843,900
30000389	Planner II. City-Urban Design	58,552	67,642	1.00	67,644	1.00	67,644	1.00	67,644
30000375	Planner, Associate	48,298	55,910	0.00	0	1.00	53,244	1.00	53,244
30001053	Planner, Chief	99,362	138,798	1.00	138,798	1.00	138,804	1.00	138,804
30000725	Planner, Principal	85,800	116,293	3.00	290,436	2.00	228,928	2.00	228,928
30000391	Planner, Sr City-Economic	60,840	77,709	1.00	77,712	1.00	77,712	1.00	77,712
30000392	Planner, Sr City-Environmental	60,840	77,709	1.00	60,840	1.00	60,840	1.00	60,840
30000393	Planner, Sr City-Land Use	60,840	77,709	6.00	466,272	6.00	466,272	6.00	466,272
30000397	Planner, Sr City-Urban Design	60,840	77,709	1.00	74,662	1.00	77,712	1.00	77,712
30000724	Planner, Supervising	74,214	98,862	4.00	387,020	4.00	390,728	4.00	390,728
30001054	Planning & Sustainability Director	128,294	183,851	1.00	181,356	1.00	183,852	1.00	183,852
30000374	Planning Assistant	31,283	39,915	0.00	0	1.00	38,028	0.00	0
30000726	Planning Director, Assistant to	74,214	98,862	1.00	74,220	0.00	0	0.00	0
30000464	Program Coordinator	59,634	79,518	0.00	0	3.00	205,104	3.50	241,392
30000462	Program Specialist, Assistant	44,533	68,619	3.00	165,702	2.00	110,134	2.00	110,134
30000495	Public Information Officer	62,629	83,637	1.00	73,128	1.00	75,628	1.00	75,628
30000508	Solid Waste & Recycling Program	74,214	98,862	1.00	98,868	1.00	98,868	1.00	98,868
TOTAL FULL-TIME POSITIONS				72.00	\$ 5,114,529	83.30	\$ 5,975,516	79.30	\$ 5,755,916
30000338	Environmental Technician II	50,086	63,898	0.68	43,128	0.00	0	0.00	0
30000371	Graphics Designer I	37,378	50,086	0.00	0	1.00	39,228	1.00	39,228
30000385	Planner II. City-Land Use	58,552	67,642	2.70	174,444	1.80	121,752	1.80	121,752
30000462	Program Specialist, Assistant	44,533	68,619	0.90	29,664	0.60	34,084	0.60	34,084
TOTAL PART-TIME POSITIONS				4.28	\$ 247,236	3.40	\$ 195,064	3.40	\$ 195,064
30000491	Community Outreach & Informtn	44,533	68,619	1.00	44,532	1.00	44,532	1.00	44,532
30000492	Community Outreach & Informtn Rep	54,080	72,051	1.67	109,837	1.00	63,891	1.00	63,891
30000506	Conservation Program Coordinator	59,634	79,518	1.00	70,806	1.00	73,710	1.00	73,710
30000507	Conservation Program Coordinator,	62,629	83,637	2.00	159,060	2.00	163,403	2.00	163,403
30000505	Conservation Program Specialist	54,080	72,051	4.00	254,570	5.00	325,554	5.00	325,554
30000372	Graphics Designer II	50,086	63,898	0.90	57,504	0.50	31,944	0.50	31,944
30000451	Management Analyst	56,763	75,670	2.84	180,521	1.25	74,898	1.25	74,898
30000450	Management Assistant	44,533	68,619	2.00	101,969	1.80	95,569	1.80	95,569
30000012	Office Support Specialist II	31,138	43,430	1.00	38,260	0.00	0	0.00	0
30000377	Planner I, City-Land Use	53,248	61,443	1.00	61,440	0.00	0	0.00	0
30000381	Planner I, City-Urban Design	53,248	61,443	1.00	61,440	0.00	0	0.00	0
30000384	Planner II. City-Environmental	58,552	67,642	1.13	76,095	0.00	0	0.00	0
30000385	Planner II. City-Land Use	58,552	67,642	7.92	535,515	1.00	67,644	1.00	67,644
30000375	Planner, Associate	48,298	55,910	4.00	204,702	2.00	108,941	2.00	108,941
30000393	Planner, Sr City-Land Use	60,840	77,709	2.00	146,496	0.00	0	0.00	0
30000724	Planner, Supervising	74,214	98,862	1.00	98,868	1.00	74,220	1.00	74,220
30000464	Program Coordinator	59,634	79,518	2.00	131,592	0.00	0	0.00	0
30000462	Program Specialist, Assistant	44,533	68,619	2.90	139,278	1.50	85,399	1.50	85,399
30000510	Sustainable Development Operations	79,830	106,288	1.00	103,514	1.00	106,284	1.00	106,284

Class	Title	Salary Range		Revised FY 2009–10		Requested FY 2010–11		Proposed FY 2010–11	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
TOTAL LIMITED TERM POSITIONS				40.36	\$ 2,575,999	20.05	\$ 1,315,989	20.05	\$ 1,315,989

Bureau of Planning and Sustainability

BUDGET DECISIONS

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

ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY 2010-11	14,127,789	0	14,127,789	93.55	FY 2010-11 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	(14,531)	0	(14,531)	0.00	OMF IA reductions
	(86,737)	(73,913)	(160,650)	(0.50)	Mandatory General Fund reductions
	(132,905)	(44,302)	(177,207)	0.50	Mandatory SWMF reductions
	0	(5,000)	(5,000)	0.00	Groundworks
	0	9,854	9,854	0.00	Technical Adjustments
	0	800,000	800,000	4.50	Comp Plan / Central City Plan
	0	167,316	167,316	2.00	River Plan
	0	70,522	70,522	0.50	Youth Planning
	0	70,000	70,000	0.00	Durable Lunch Trays for PPS
	0	322,000	322,000	2.20	West Hayden Island
	0	450,000	450,000	0.00	Portland Recycles Phase II
	0	387,450	387,450	0.00	Public Recycling Containers
	0	0	0	0.00	None
	0	0	0	0.00	None
	(234,173)	2,153,927	1,919,754	9.20	Total FY 2010-11 Decision Packages
			\$ 16,047,543	102.75	Total Proposed Budget

Cable Communications and Franchise Management

Community Development Service Area

Amanda Fritz, Commissioner-in-Charge

David Olson, Director

Bureau Summary

BUREAU MISSION

The Office of Cable Communications and Franchise Management ensures that the City receives fair compensation for the private use of public right of way and administers the Utility License Law on behalf of the City. The Office actively defends local government's role and the public interest in rapidly changing telecommunications and utility markets, including the critical authority to levy taxes and fees for private use of the public rights of way. The Office carries out cable franchise responsibilities while advocating for the public interest in cable communications by providing staff support for the Mt. Hood Cable Regulatory Commission.

BUREAU OVERVIEW

The bureau operates two major programs, Cable Communications and Utility Franchise Management. The Utility Franchise Management program negotiates and administers utility franchises and license fees for the City of Portland. This program oversees the second highest revenue source to the City's General Fund after property taxes. This program has a lead role in developing the City's policy and legal interests regarding the development of advanced telecommunications infrastructure. The program also ensures that the City is fairly compensated for private use of the public right-of-way, and protects City and consumer interests in the new era of competition and deregulation of the telecommunications and energy industries.

Through a longstanding intergovernmental agreement (IGA) with 5 other Multnomah County local governments, the Cable Communications program provides cable regulatory and consumer protection services Countywide through the Mt. Hood Cable Regulatory Commission (MHCRC). The MHCRC is a citizen body charged with overseeing the regulation and development of cable communications franchises, and protecting the public interest in accordance with federal, state and local law. Through the MHCRC, the City has been instrumental in forging and maintaining an effective and successful multi-jurisdictional partnership with Multnomah County and the cities of Gresham, Fairview, Troutdale, and Wood Village. Pursuant to the IGA, the MHCRC contracts for necessary staff support and services through a separate contractual agreement with the City of Portland. This program generates nearly \$6 million annually in general fund revenues and

oversees over \$3 million annually in public benefit resources derived from cable franchises. This program also oversees funding for Portland Community Media (PCM). PCM is a nonprofit organization created and sustained by virtue of provisions and resources under the cable franchises overseen by the MHCRC. PCM and its east Multnomah County counterpart, Metro East Community Media, oversee and program cable channels (including government and City Council meetings) and work actively in developing partnerships that enhance technology and communications resources to the community in order to promote broad participation in civic and cultural life.

STRATEGIC DIRECTION

Strategic Improvement Plan Implement Utility License Code and related Administrative Rules

The bureau worked closely with the City Attorney and the City Council to develop critical updates and housekeeping amendments to clarify the scope of the Utility License Law (ULF) in 2009-10. Staff estimates this will result in a significant (~500%) increase in the number of companies subject to the ULF as well as new, recurring revenues to the City's General Fund. The bureau will continue implementing the ULF and managing this significant new workload.

The bureau has promulgated initial administrative rules under the revised ULF (effective January, 2010) and will also update Code 7.12 regarding privilege taxes and promulgate further necessary Administrative Rules as necessary.

Franchise Templates and Application Processes

To follow up City Auditor recommendations (2009), the bureau will carry forward with the process of revisiting and revising where necessary existing Franchise templates and Franchise Application processes, including updating model Franchise provisions and promulgating additional administrative policies where warranted (in consultation with the City Attorney, the Auditor, and the Commissioner in charge).

Utility and Franchisee Audit Process and Schedules

The bureau will continue to update and implement the ongoing schedule for utility and franchisee audits and processes, and continue to enhance specific process efficiencies, including the following: Interagency agreement with the Revenue Bureau for conducting additional utility license or franchisee fee audits.

Updating the planned audit schedule for all existing categories of franchisees and licensees.

Developing a revolving audit fund in response to Council discussion and direction from the Commissioner in charge, to be replenished annually with monies collected in ongoing audits.

Defend City revenues, authority, and franchise/license provisions

The bureau's policy work, at the national, state, and regional levels, in defending City revenues and authority has never been more critical, particularly in light of recent reports of potential FCC staff recommendations that may threaten preemption of City authority to collect fair compensation for private Rights-of-way use, which if acted on by the FCC could threaten up to \$70 million/year in recurring City revenue. The bureau works strategically with other City bureaus (including Government Relations), local governments, and state and

national organizations to advocate at the State Legislature, Public Utilities Commission, Federal Communications Commission (FCC), and US Congress on these and other issues, defending the City's authority to levy taxes and fees, obtain fair compensation for private use of the public rights of way, protect consumers, and preserve various public interest obligations.

Comcast Cable Franchise Renewal

2010 is the critical year where Comcast's existing cable franchises expire Countywide (on December 31st), calling into question critical public interest commitments for the next decade. Staff completed a broad community ascertainment of cable needs (pursuant to federal law) and will enter negotiations with Comcast for renewal of its cable services franchises, which serve Portland and the other five MHCRC jurisdictions on a countywide basis. The negotiations will have significant impact on the extensive public benefits under the current franchise, potentially affecting millions of dollars in annual funding and several important public and nonprofit partners (all school districts in Multnomah County, the Multnomah County libraries, City of Gresham and Multnomah County, Portland Community College, Mt. Hood Community College, the community media centers, and numerous non-profit organizations).

Broadband Projects for Economic Development and Citizen Services

The bureau, in partnership with other city agencies, will develop a Portland Broadband Strategy intended to define the City's long term strategic direction for broadband. The goal is to present a long term road map that identifies where the City should be going with respect to broadband policy, technology acquisitions, Broadband applications and infrastructure development.

SUMMARY OF BUDGET DECISIONS

Reductions

Portland Community Media

This reduction would eliminate 1 FTE position currently dedicated to outreach and technical training for non-profit programs. This aspect of PCM's program was already reduced by 10% in the previous fiscal year. Essentially, this will reduce PCM's capacity to deliver Scope of Services item # 7 in the Contract with the City: "Create partnerships and collaboration in order to build capacity citywide to address the rapidly emerging media and technology needs of community-based nonprofits."

Reduction: 3% ongoing (\$27,291)

PCM will reduce contracted PEG services eliminating 0.5 FTE dedicated to public access and technical support. PCM will close the facility on Thursdays and move toward a limited access or "buzzed-in-access" center due to lack of front office staffing

Reduction: 1% one-time (\$9,097)

Cable Program/ Mt. Hood Cable Regulatory Commission

Eliminates the ability of the MHCRC to obtain outside legal, technical or financial expertise on regulatory and advocacy issues that typically arise during the fiscal year, and are especially critical at present due to FCC preemption threats affecting significant General Fund revenue. Provides minimal funds for technical and financial expertise necessary to renew the MetroEast and PCM contracts; provides minimal funds to participate in the Oregon legislative session. Reduce the MHCRC's contingency which will restrict the MHCRC's ability to respond to unforeseen issues that may arise during the year (FCC Filings, outside legal assistance, etc.).

Reduction: 3% ongoing (\$8,752)

Advocacy (Professional Services): Severely limits the ability of the MHCRC to participate in any federal legislative or FCC filings. As cited, this reduction affects advocacy and policy/legal work defending City interests at a critical time.

Reduction: 1% one-time (\$2,917)

Utility Franchise Management

This reduction leaves \$5,173 in Professional Services eliminating the ability of the City to participate in advocacy efforts implicating critical City legal, fiscal, and/or policy interests such as the Cellular Telephone and Information Association (CTIA) FCC Petition to Preempt Local Land-use planning governing cell tower citing, assaults on local authority to obtain fair market value for use of the right-of-way (Level 3's filing at the FCC), and federal or state proceedings on net neutrality, open access, broadband planning, media concentration and communications customer service.

Reduction: 3% ongoing (\$18,520)

This reduction leaves \$14,620 in Professional Services severely curtailing the ability of the City to effectively participate in advocacy efforts related to critical City interests such as those noted above.

Reduction: 1% one-time (\$6,173)

Reduction Priority Rationale: The Utility Franchise Management and Cable Communications programs generate significant general fund revenue critical to the City's programs. The BAC recommends that the City preserve revenue-generating functions, particularly in a difficult economic climate.

Cable Communications and Franchise Management

SUMMARY OF BUREAU BUDGET

	Actual FY 2007-08	Actual FY 2008-09	Revised FY 2009-10	Requested FY 2010-11	Proposed FY 2010-11
RESOURCES					
External Revenues					
Licenses and Permits	1,176,594	2,636,520	1,256,827	1,475,557	1,475,557
Charges for Services	0	0	160,543	0	20,000
Intergovernmental	22,500	73,545	2,478,676	0	0
Miscellaneous	2,760,175	1,473,527	70,500	2,977,648	2,977,648
Total External Revenues	3,959,269	4,183,592	3,966,546	4,453,205	4,473,205
Internal Revenues					
General Fund Discretionary	1,898,872	1,784,256	2,045,917	1,837,915	1,787,771
Fund Transfers - Revenue	0	18,204	867	0	0
Interagency Revenue	283,879	253,146	288,579	280,051	280,051
Total Internal Revenues	2,182,751	2,055,606	2,335,363	2,117,966	2,067,822
Beginning Fund Balance	4,443,465	5,800,106	3,424,337	2,412,766	2,412,766
TOTAL RESOURCES	\$ 10,585,485	\$ 12,039,304	\$ 9,726,246	\$ 8,983,937	\$ 8,953,793

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.

EXPENDITURES					
Bureau Requirements					
Personal Services	881,968	960,850	919,416	985,618	950,618
External Materials & Services	3,441,588	4,855,149	6,231,497	5,368,801	5,443,503
Internal Materials & Services	446,075	370,657	440,433	476,091	475,925
Total Bureau Requirements	4,769,631	6,186,656	7,591,346	6,830,510	6,870,046
Fund Requirements					
Contingency	0	0	1,318,222	1,014,000	1,014,000
Fund Transfers - Expense	15,748	14,669	18,668	17,726	17,726
Unappropriated Fund Balance	5,800,106	5,837,979	798,010	1,121,701	1,052,021
Total Fund Requirements	5,815,854	5,852,648	2,134,900	2,153,427	2,083,747
TOTAL EXPENDITURES	\$ 10,585,485	\$ 12,039,304	\$ 9,726,246	\$ 8,983,937	\$ 8,953,793

PROGRAMS					
Cable Communications			6,829,788	6,202,884	6,272,564
Franchise Management			761,558	627,626	597,482
TOTAL PROGRAMS	\$	\$	\$ 7,591,346	\$ 6,830,510	\$ 6,870,046

Note: Historical program information is not available due to the level at which budget figures were converted to the new EBS cost structure.

Cable Communications and Franchise Management

FTE SUMMARY

Class	Title	Salary Range		Revised FY 2009-10		Requested FY 2010-11		Proposed FY 2010-11	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000425	Cable/Franchise Director	92,186	128,752	1.00	127,076	1.00	128,748	1.00	128,748
30000704	Cable/Franchise Operations Manager	79,830	106,288	1.00	106,284	1.00	106,284	1.00	106,284
30000703	Cable/Franchise Program Manager	65,811	88,046	1.80	158,484	1.80	158,484	1.80	158,484
30000568	Financial Analyst, Sr	62,629	83,637	1.00	83,629	1.00	83,640	1.00	83,640
30000013	Office Support Specialist III	39,832	51,272	0.00	0	0.00	0	1.00	45,744
30000463	Program Specialist	54,080	72,051	3.00	200,221	3.00	205,099	3.00	205,099
TOTAL FULL-TIME POSITIONS						7.80	\$ 675,694	7.80	\$ 682,255
30000013	Office Support Specialist III	39,832	51,272	1.00	51,276	0.00	0	0.00	0
TOTAL LIMITED TERM POSITIONS						1.00	\$ 51,276	0.00	\$ 0

Cable Communications and Franchise Management

BUDGET DECISIONS

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

ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY 2010-11	6,903,525	0	6,903,525	7.80	FY 2010-11 Current Appropriation Level
CAL Adjustments					
	66,084	0	66,084	1.00	OSS III Approved in FY 09-10 Winter BMP
Mayor's Proposed Budget Decisions					
	(27,291)	(9,097)	(36,388)	0.00	Reduce PCM and eliminate 1.5 FTE of PCM staff
	(8,752)	(2,917)	(11,669)	0.00	Reduce Cable Regulatory services
	(18,520)	(6,173)	(24,693)	0.00	Reduces Utility Franchise management
	(8,752)	(2,917)	(11,669)	0.00	IA Reduction from Portland GF
	(1,198)	0	(1,198)	0.00	OMF IA Reduction Savings
	0	(13,946)	(13,946)	0.00	COLA Reductions from FY 09-10
	1,571	(35,050)	(33,479)	1.00	Total FY 2010-11 Decision Packages
			\$ 6,870,046	8.80	Total Proposed Budget

Office of Neighborhood Involvement

Community Development Service Area

Amanda Fritz, Commissioner-in-Charge

Amalia Alarcon de Morris, Director

Bureau Summary

BUREAU MISSION

The Office of Neighborhood Involvement's (ONI's) mission is to promote a culture of civic engagement by connecting and supporting all Portlanders working together and with government to build inclusive, safe and livable neighborhoods and communities.

BUREAU OVERVIEW

Bureau Goals

In support of the bureau's mission, the programs and activities focus on advancing the following goals:

- ◆ Increase the number and diversity of people who are involved and volunteer in their communities and neighborhoods;
- ◆ Strengthen neighborhood and community capacity to build identity, skills, relationships and partnerships;
- ◆ Increase community and neighborhood impact on public decisions;
- ◆ Provide tools and resources to improve neighborhood and community livability and safety; and
- ◆ Provide accurate information and responsive and effective services to community members and organizations.

The Office of Neighborhood Involvement (ONI) provides opportunities for Portlanders to interact with their City government and each other to help build safe and livable neighborhoods. ONI provides a framework for neighbors and community members to participate in a wide variety of community-building activities. ONI and its programs and services are a key resource for community members and City employees seeking to improve neighborhood and public involvement. ONI programs also strive to give Portland residents a voice in City Hall.

Bureau Organization

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

Neighborhood Resource Center

Programs and services include:

- ◆ Civic Engagement and Leadership Development (Neighborhood Program, Diversity and Civic Leadership Programs, Disability Program, Elders in Action Program)
- ◆ Effective Engagement Solutions Program (services include Restorative Listening Project, high-stakes facilitation and residential siting facilitation/coordination)
- ◆ Public Involvement Best Practices Program (services include coordination of Public Involvement Advisory Council, coordination of Citywide Public Involvement Network and technical assistance on public involvement best practices)

Crime Prevention Center

Services include: Community Organizing, Problem Solving, Education and Events

Information and Referral Program

Services include: Information and Referral regarding City and County services, Administrative support

Neighborhood Livability Services

Programs and services include:

- ◆ Graffiti Abatement Program
- ◆ Liquor Licensing Program (services include license recommendation process and problem solving)
- ◆ Neighbor Mediation and Facilitation Program

Administration

Services include: Strategic direction and policy, Budget and financial management, Personnel management and support

STRATEGIC DIRECTION

Introduction

Portland is fortunate to have people who care passionately about their community and participate actively in civic governance. For decades, neighborhoods have been at the core of Portland's civic life. Neighborhood associations, district coalitions, and ONI have served as key partners in promoting public participation in government and supporting community leadership. ONI's strategic direction focuses on continuing to build and support that capacity and further expanding civic engagement.

Expanding Civic Engagement

The City of Portland has long had a goal of engaging more people in government. As Portland grows and becomes more diverse, ONI seeks to expand involvement and bring additional people and communities into the public dialogue. The City has also recognized that historical efforts to involve underengaged groups (people of color, people with disabilities, renters, people with low income, etc.) in City initiatives have not been very effective. In exploring lasting solutions to this problem, ONI is working to strengthen the existing neighborhood system's capacity to fully and meaningfully engage all neighbors. The City has supported these efforts through funding for small grants, outreach, leadership training, and technical assistance.

ONI also supports the organizing efforts of historically underengaged communities, recognizing that it is critical to support groups developing their own civic capacity in their own cultural contexts. These two approaches of strengthening the neighborhood system and supporting underengaged groups in their own organizing efforts are complementary and critical to reaching the goal of expanding civic engagement.

Five Year Plan to Increase Community Involvement

In 2008, the Five Year Plan to Increase Community Involvement identified goals for improving Portland's public involvement. These goals were incorporated during ONI's strategic planning process to refine the bureau mission and develop the bureau goals listed previously.

ONI, in partnership with its Bureau/Budget Advisory Committee (BAC), used the updated mission and goals to develop a budget for FY 2010-11. The result was a focus on maintaining funding for new programs that support the implementation of the Five Year Plan. However, this posed a challenge as given the current economy, the group also prioritized maintaining staffing in order to ensure that programs could continue without losing ground. Although the BAC strived to maintain the momentum of the hard work of past successes, in a climate of budget reductions the group made some sacrifices in order to ensure that staff was retained.

Service Improvement Plan

ONI has identified the following service areas for improvement in FY 2010-11:

Neighborhood Resource Center- Increase capacity within ONI to coordinate implementation of the Five Year Plan to Increase Community Involvement

The ONI Neighborhood Resource Center (NRC) will continue to implement the goals and recommendations of the Five Year Plan to Increase Community Involvement through the following actions in FY2010-11:

- ◆ Grant agreements for the Diversity and Civic Leadership Program partner organizations (Urban League, Latino Network, IRCO, NAYA, and Center for Intercultural Organizing) will be realigned to reflect these goals and objectives. An updated performance measurement system for all NRC programs will be further implemented with all these programs.
- ◆ NRC will implement a communications strategy being developed in FY 2009-10 to better utilize social media to tell the story of civic engagement strategies. Implementation includes: 1) redevelop the NRC's web presence on ONI's Portlandonline site, 2) produce short 3-5 minute videos describing each of NRC's program areas, and 3) begin producing an annual e-newsletter update on program successes.
- ◆ NRC programs will continue to develop capacity to document program successes through digital storytelling, continue a partnership with Portland Community Media to provide video production and social media trainings with two district coalitions as host training sites, and continue a partnership with Portland State University to produce 20+ short 3-5 minute videos to document success stories.
- ◆ Update ONI Standards to clarify and expand formal relationships with existing and developing community-based organizations seeking civic engagement opportunities with the City. This includes Diversity and Civic Leadership program partners, Business District Associations, and newly emerging Communities Beyond Neighborhood Boundaries. Review and update policies relating to neighborhood associations and coalitions.

Partnering to address livability and public safety issues related to alcohol in Portland

An area of downtown was previously declared by Council in city code as the “Burnside District Impact Area” in recognition of the alcohol related problems in the area, specifically involving street drinking. Although this designation exists in code, it does not provide adequate tools to restrict liquor licenses to limit products as originally intended and therefore problems have persisted.

In FY 2009-10 ONI initiated an effort to address these livability and public safety issues related to alcohol in the downtown core, partnering with the Police Bureau and other local stakeholders. ONI has identified an area downtown that encompasses 55% of all reported drinking in public citywide and 30% of detox incidents citywide. Limiting the supply of specific alcoholic products has been successful in reducing the problem locally (such as when City impact areas originally implemented) and in other jurisdictions. The Oregon liquor laws allow for restricting products to mitigate problems at an establishment or in a problem area, and petitioning for State recognized Alcohol Impact Areas that would restrict product sales in the impact area. In FY 2009-10 ONI is gathering feedback from local residents, businesses, associations, and impacted businesses in order to establish a voluntary agreement with all businesses selling alcohol products “to-go” in the identified area. In FY 2010-11 ONI will continue to work towards full agreement, monitoring compliance, evaluating the impact of the effort, and determining next steps if the voluntary effort is unsuccessful.

Expanding volunteer training and coordination for graffiti abatement

The Graffiti Abatement Program will face a reduction in funding that will reduce capacity for free graffiti removal from private property. Because paid removal services are decreasing it is a goal to have increased volunteer efforts help compensate for some of that loss in service. As with other crime prevention activities, organizing around graffiti removal provides opportunities for community building while working towards improved livability and safety in the community.

In FY 2009-10 the Graffiti Abatement program increased focus to support more volunteer cleanups throughout the city. This resulted in more frequent volunteer cleanups, neighborhood groups organizing for ongoing graffiti abatement, and cleanup at sites that have been chronic problems but otherwise would not qualify for free removal. During FY 2010-11, the program will continue to provide increased volunteer training and coordination on cleanup activities.

SUMMARY OF BUDGET DECISIONS

Overview

In developing the FY 2010-11 budget, ONI’s Bureau Advisory Committee expanded to become the Bureau/Budget Advisory Committee (BAC) that included the participation and regular attendance of approximately 78 members, including management, staff, labor, coalitions, neighborhoods, diversity and civic leadership participants, Commissioner Fritz and her staff, representatives from community partners, and the general public.

BAC participants came together for over 27 hours of meetings and 16 hours of special planning sessions between October 2009 and February 2010. Additionally there was significant time spent in between meetings conducting evaluations of program budgets, developing cut proposals, and engaging with stakeholders for feedback. The BAC spent an estimated 1700 hours developing ONI’s budget and volunteer facilitators dedicated an additional 275 hours supporting the effort.

The end result was a budget achieved through a consensus decision making process with stakeholders representing distinct and diverse programs in a very limited funding climate.

**ONI Programs
Ranked by Core
Mission and
Community Need**

As directed by OMF, ONI and its BAC prioritized all of the bureau's programs based on criteria of being core to ONI's mission and serving community needs. The programs were ranked as follows:

1. Civic Engagement and Leadership Development (Neighborhood Program, Diversity and Civic Leadership Programs, Disability Program, Elders in Action)
2. Crime Prevention Program
3. Public Involvement Best Practices Program
4. Effective Engagement Solutions Program
5. Neighbor Mediation and Facilitation Program
6. Information and Referral Program
7. Graffiti Abatement Program
8. Liquor Licensing Program

In FY 2009-10, ONI realigned ongoing funding to ensure that core programs would continue to build upon results and gain capacity, as well as further ONI's mission to expand civic engagement. This resulted in Neighbor Mediation and Facilitation Program and Graffiti Abatement Program, the two lowest ranked general fund programs without program revenues, being funded with one-time funds. Although both of these programs were identified as important programs that serve citywide needs, they were determined to be less core to ONI and no certain funding was identified beyond FY 2009-10.

**Mandatory 4% cut to
ongoing funds - Cut
Package**

For a bureau of ONI's size, there are very few programs and each program budget consists primarily of staffing expenses. The BAC was committed to limiting staff reductions recognizing that eliminating staff not only impacts service levels immediately but also results in loss of expertise and relationships that would be more difficult to restore in the future. Particularly in programs with only one staff person, cuts could result in elimination of the program altogether. In addition, given the current economy and unemployment rates the group prioritized minimizing job loss by only taking position reductions where they was a vacancy or voluntary reduction.

The BAC evaluated all ONI programs for potential cuts rather than eliminate one or more programs. The BAC was also committed to preserving new programs that were core to ONI's mission and goals, such as the Diversity and Civic Leadership Program. The group made some difficult cuts to the Neighborhood Small Grants Program in prioritizing funding toward ONI and its partner organization staffing. Following summarizes the cut packages totaling a 4% reduction to ongoing funding of \$221,172 (\$165,870 ongoing general fund, \$12 ongoing intergovernmental revenues, and \$55,290 temporary):

The 3% Ongoing Cuts of \$165,882 include:

Neighborhood Small Grants - (\$73,855) - Although this is a program core to ONI's mission and goals, it was also a program that could be reduced significantly without impacting people's jobs. Funding is retained to maintain staff at the Coalitions as well as distribute approximately \$86,000 in grants. This results in approximately 50% reduction in the grants awarded to the community. ONI will need to reconfigure the program approach to use the funds most effectively until the program can be restored in the future.

Eliminate Crime Prevention Coordinator Position - (1.0 FTE), (\$66,192) - The elimination of this vacant position was with complete consensus of ONI staff and support from labor. Precinct and neighborhood assignments have been redistributed to remaining program staff.

Reduction in External Materials and Services - (\$25,823 general fund, \$12 intergovernmental revenues) - ONI External Materials and Services (M&S) budget consists primarily of grants and contracts for ONI programs and discretionary funding is extremely limited. This reduction is across all programs and retains M&S funding at the FY 2008-09 level. The reduction in Disability Program O&M will limit marketing materials for the Volunteer Emergency Registry until funds can be restored.

The 1% Temporary Reductions of \$55,290 include:

Temporary ONI Staff Reductions - (0.60 FTE), (\$41,678) - Four ONI staff volunteered for temporary reductions in hours for their positions. All positions would be restored to their original FTE status in the FY2011-12 budget.

Neighbor Mediation and Facilitation Reduction - (\$4,891) - This is a 2% reduction of ongoing funding for the program that is provided to Resolutions Northwest. Anticipated impacts include a reduction in number of volunteers trained and resulting reduction in caseload capacity.

Neighborhood Small Grants - (\$8,721) - Combined with the ongoing cut this results in approximately 50% reduction in the grants awarded to the community.

**Mandatory OMF IA
Reduction Savings-
Cut Package**

OMF made reductions to their internal services which required offsetting reductions for bureaus. The reduction ONI made to balance OMF's interagency savings was \$5,280.

**The "Right Budget for
ONP" - Add Package**

This add package provides \$441,519 to continue the Neighbor Mediation and Facilitation and Graffiti Abatement Programs, at a 14.4% reduction in from FY 2009-10 funding levels. The funding includes:

Neighborhood Mediation and Facilitation Program - \$101,418

Provides one-time funding of \$101,418 to allow ONI to retain mediation and facilitation services at a 4% reduction to FY 2009-10 funding levels. Funding provides continuation of free neighborhood mediation services and collaborative decision-making and problem solving for groups and communities in conflict but at a slightly reduced capacity.

Graffiti Abatement Program - \$340,101

Provides one-time funding of \$340,101 to allow ONI to maintain a reduced graffiti abatement program that

- ◆ retains internal staffing for enforcement, education, and volunteer coordination;
- ◆ provides supplies for volunteer cleanups;
- ◆ provides grant agreement with Youth Employment Institute to fund two graffiti removal crews year-round (reduction from prior years); and
- ◆ maintains limited funding for paid removal with immediate critical need or under enforcement warrants (reduction from prior years).

**Public Involvement
Best Practices -
Funding Realignment**

The ONI Public Involvement Best Practices program

- ◆ coordinates an ongoing forum for citywide dialogue, education, and networking on the use of public involvement best practices and tools,
- ◆ facilitates a process for the creation of shared public involvement guidelines with bureaus and community members, and
- ◆ provides support to City bureaus regarding implementation of public involvement best practices and guidelines.

The package shifts future funding for the program, beginning in FY 2011-12, from General Fund discretionary to an General Fund overhead

Office of Neighborhood Involvement

SUMMARY OF BUREAU BUDGET

	Actual FY 2007-08	Actual FY 2008-09	Revised FY 2009-10	Requested FY 2010-11	Proposed FY 2010-11
RESOURCES					
External Revenues					
Charges for Services	146,453	187,986	139,161	135,692	135,692
Intergovernmental	252,667	234,654	283,989	237,025	237,025
Miscellaneous	39,733	15,132	0	0	0
Total External Revenues	438,853	437,772	423,150	372,717	372,717
Internal Revenues					
General Fund Discretionary	5,977,694	5,313,885	6,139,891	5,823,947	5,744,055
General Fund Overhead	150,557	143,998	153,725	155,628	155,628
Interagency Revenue	169,556	121,511	54,480	42,730	42,730
Total Internal Revenues	6,297,807	5,579,394	6,348,096	6,022,305	5,942,413
TOTAL RESOURCES	\$ 6,736,660	\$ 6,017,166	\$ 6,771,246	\$ 6,395,022	\$ 6,315,130
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.					
EXPENDITURES					
Bureau Requirements					
Personal Services	2,946,873	3,162,170	3,126,406	3,049,996	3,023,648
External Materials & Services	3,254,711	2,320,511	3,201,819	2,854,447	2,801,744
Internal Materials & Services	535,076	534,485	443,021	490,579	484,738
Total Bureau Requirements	6,736,660	6,017,166	6,771,246	6,395,022	6,310,130
Fund Requirements					
Fund Transfers - Expense	0	0	0	0	5,000
Total Fund Requirements	0	0	0	0	5,000
TOTAL EXPENDITURES	\$ 6,736,660	\$ 6,017,166	\$ 6,771,246	\$ 6,395,022	\$ 6,315,130
PROGRAMS					
Administration & Support			402,256	425,128	419,848
Area Planning			153,021	0	0
Crime Prevention			1,349,166	1,358,319	1,358,319
Information & Referral			467,979	474,049	474,049
Neighborhood Livability Services			834,264	708,858	708,858
Neighborhood Resource Center			3,564,560	3,428,668	3,349,056
TOTAL PROGRAMS	\$	\$	\$ 6,771,246	\$ 6,395,022	\$ 6,310,130
Note: Historical program information is not available due to the level at which budget figures were converted to the new EBS cost structure.					

Office of Neighborhood Involvement

FTE SUMMARY

Class	Title	Salary Range		Revised FY 2009-10		Requested FY 2010-11		Proposed FY 2010-11	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000437	Administrative Supervisor II	56,763	75,670	1.00	74,517	1.00	75,672	1.00	75,672
30000440	Business Operations Supervisor	65,811	88,046	1.00	88,044	1.00	88,044	1.00	88,044
30000309	Crime Prevention Program	43,826	57,054	13.00	702,276	12.00	674,544	12.00	674,544
30000503	Disability Program Specialist	54,080	72,051	1.00	56,010	1.00	58,302	1.00	58,302
30000567	Financial Analyst	56,763	75,670	1.00	75,672	1.00	75,672	1.00	75,672
30000016	Information & Referral Specialist	31,138	43,430	5.60	228,356	4.90	205,888	4.90	205,888
30000415	Neighborhood Involvement Director	92,186	128,752	1.00	125,358	1.00	128,310	1.00	128,310
30000502	Neighborhood Office Supervisor	59,634	79,518	1.00	79,524	1.00	79,524	1.00	79,524
30000500	Neighborhood Programs Coordinator	54,080	72,051	2.00	116,940	1.80	108,728	1.80	108,728
30000012	Office Support Specialist II	31,138	43,430	2.00	86,856	2.80	121,596	2.74	118,992
30000464	Program Coordinator	59,634	79,518	1.00	79,524	1.00	79,524	1.00	79,524
30000465	Program Manager	62,629	83,637	2.00	165,588	1.90	158,634	1.90	158,634
30000463	Program Specialist	54,080	72,051	3.00	173,064	4.00	265,726	4.00	247,762
TOTAL FULL-TIME POSITIONS				34.60	\$ 2,051,729	34.40	\$ 2,120,164	34.34	\$ 2,099,596
30000491	Community Outreach & Informtn	44,533	68,619	1.80	46,003	1.00	55,386	1.00	55,386
30000502	Neighborhood Office Supervisor	59,634	79,518	0.90	53,859	0.75	46,719	0.75	46,719
30000012	Office Support Specialist II	31,138	43,430	0.90	32,733	0.50	19,234	0.50	19,234
TOTAL PART-TIME POSITIONS				3.60	\$ 132,595	2.25	\$ 121,339	2.25	\$ 121,339
30000464	Program Coordinator	59,634	79,518	1.00	69,576	0.00	0	0.00	0
TOTAL LIMITED TERM POSITIONS				1.00	\$ 69,576	0.00	\$ 0	0.00	\$ 0

Office of Neighborhood Involvement

BUDGET DECISIONS

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

ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY 2010-11	6,100,063	0	6,100,063	36.85	FY 2010-11 Current Appropriation Level
CAL Adjustments					
Mayor's Proposed Budget Decisions					
	0	(55,290)	(55,290)	(0.60)	One-time GF reduction 1%
	(165,882)	0	(165,882)	(1.00)	Ongoing GF reduction 3%
	0	340,101	340,101	1.60	Add back Graffiti Program
	0	101,418	101,418	0.00	Add back Mediation Program
	(5,280)	0	(5,280)	0.00	OMF IA reductions
	(171,162)	386,229	215,067	0.00	Total FY 2010-11 Decision Packages
			\$ 6,315,130	36.85	Total Proposed Budget

Office of Sustainable Development

Community Development Service Area

Bureau Summary

SUMMARY OF BUDGET DECISIONS

In January 2009, City Council merged the Bureau of Planning with the Office of Sustainable Development, creating a new Bureau of Planning and Sustainability (BPS).

Please see the Bureau of Planning and Sustainability in the Proposed Budget FY 2010-11 for all budget-related matters relating to the former Office of Sustainable Development. The Solid Waste Management Fund, managed by BPS, is reflected in Volume II of the Proposed Budget document.

Office of Sustainable Development

SUMMARY OF BUREAU BUDGET

	Actual FY 2007-08	Actual FY 2008-09	Revised FY 2009-10	Requested FY 2010-11	Proposed FY 2010-11
RESOURCES					
External Revenues					
Licenses and Permits	2,070,267	2,310,593	0	0	0
Charges for Services	1,201,246	1,521,186	0	0	0
Intergovernmental	600,705	502,206	0	0	0
Miscellaneous	879,042	191,830	0	0	0
Total External Revenues	4,751,260	4,525,815	0	0	0
Internal Revenues					
General Fund Discretionary	1,593,247	1,496,386	0	0	0
Fund Transfers - Revenue	1,073,116	676,417	0	0	0
Interagency Revenue	749,532	728,652	0	0	0
Total Internal Revenues	3,415,895	2,901,455	0	0	0
Beginning Fund Balance	5,055,598	4,551,717	0	0	0
TOTAL RESOURCES	\$ 13,222,753	\$ 11,978,987	\$ 0	\$ 0	\$ 0
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.					
EXPENDITURES					
Bureau Requirements					
Personal Services	3,357,335	3,935,926	0	0	0
External Materials & Services	2,399,951	2,304,703	0	0	0
Internal Materials & Services	1,602,404	1,795,962	0	0	0
Total Bureau Requirements	7,359,690	8,036,591	0	0	0
Fund Requirements					
Fund Transfers - Expense	1,277,732	976,783	0	0	0
Bond Expenses	35,062	35,008	0	0	0
Unappropriated Fund Balance	4,550,269	2,930,605	0	0	0
Total Fund Requirements	5,863,063	3,942,396	0	0	0
TOTAL EXPENDITURES	\$ 13,222,753	\$ 11,978,987	\$ 0	\$ 0	\$ 0

Portland Development Commission

Community Development Service Area

Mayor Sam Adams, Commissioner-in-Charge

Bruce Warner, Director

Bureau Summary

BUREAU MISSION

The mission of the Portland Development Commission (PDC) is to bring together resources to achieve Portland's vision of a diverse, sustainable community with healthy neighborhoods, a vibrant central city, a strong regional economy, and quality jobs and housing for all.

PDC's Vision is to be a catalyst for positive change in the creation of a world-class, 21st century city; a city in which economic prosperity, quality housing, and employment opportunities are available to all.

BUREAU OVERVIEW

PDC is the City's economic development agency, charged with delivering on key elements of the City's five-year Economic Development Strategy: supporting the thousands of existing small businesses that form the backbone of Portland's economy; revitalizing existing commercial corridors to achieve Portland's goal of 20-minute neighborhoods; retaining and creating high-skill, high-wage jobs through catalytic target industry initiatives that grow our job base and build the Portland region's competitive advantage.

Resources from the City's General Fund allow PDC, through the efforts of its Urban Development Department, to fulfill broad economic development goals that are not eligible for funding through tax increment financing. Work supported by the General Fund goes beyond urban renewal area (URA) boundaries, and includes critical non-physical assistance such as working capital and grants for technical assistance to help businesses expand, flourish and succeed. The Urban Development Department conducts both Citywide and URA-specific activities, connecting people and resources to promote job creation, wealth creation, economic opportunity, and neighborhood revitalization. Projects and programs vary in size and scope, but share the consistent goals of facilitating business activity that fuels creation and retention of livable wage jobs that support families and generate community wealth, creating healthy and vibrant neighborhoods throughout the city.

STRATEGIC DIRECTION

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

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

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

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

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

The high degree of alignment and agreement shown in the goals of PDC's Strategic Plan and the City's Economic Development Strategy is intentional. These consistent and shared goals position PDC and the City to more strategically focus limited public resources toward results.

Economic development goals and strategies in both plans will require additional resources to deliver. PDC's 2010-11 General Fund Proposed allocation is designed to deliver on key goals of both the City's five-year Economic Development Strategy and PDC's Strategic Plan.

General Fund resources enable PDC to fulfill broad economic development goals that are not eligible for tax increment financing (TIF). In addition, General Fund resources enable PDC to work citywide on economic development whereas TIF is restricted to designated URAs which comprise less than 15 percent of City geography.

SUMMARY OF BUDGET DECISIONS

Development of PDC's 2010-11 General Fund allocation was done within the context of continuing and building upon current programs, projects and activities to achieve the economic and urban development goals of the Economic Development Strategy and PDC's Strategic Plan. For the past year, the Urban Development Department has undergone a reorganization to re-align its structure, functions, and systems to enhance PDC's ability to deliver on these goals over the next five years. All current programs are being reviewed and restructured, if necessary, to ensure that limited General Funds will leverage the largest impact toward increasing employment by 10,000 jobs in the next five years.

PDC continues to build the infrastructure to support new initiatives expressed in these plans; e.g. organizing four Industry Clusters (clean tech, activewear, software and advance manufacturing) to prioritize interventions that grow traded sectors and moving the Main Streets Program to implementation in neighborhoods and commercial corridors. The Proposed Budget continues and builds upon the current work supported by General Fund resources in FY 2009-10. Programs funded with one-time General Fund resources in the Proposed budget include:

- ◆ \$388,341 for cluster industry research, development, initiatives, and recruitment
- ◆ \$500,000 to roll out the Neighborhood Main Streets program

- ◆ \$200,000 for small business working capital
- ◆ \$65,000 to continue roll-out of the business information and referral website

A portion of the funding in the FY 2010-11 Proposed Budget (\$102,000) is General Fund resulting from 2009 state legislation (HB 3056) wherein a portion of tax increment revenues in new or amended districts flow back to overlapping jurisdictions once the increment reaches 3% of maximum indebtedness. A Budget Note is included in the Proposed Budget that allocates the City's portion of this revenue sharing to economic development (70%) and housing activities (30%).

Additionally, while not impacting the current year's budget, the Proposed Budget includes a Budget Note that would allocate 30% of all Business License Tax revenue above the April 2010 forecast going forward to PDC for economic development programs.

	Actual FY 2007-08	Actual FY 2008-09	Revised FY 2009-10	Requested FY 2010-11	Proposed FY 2010-11
RESOURCES					
External Revenues					
Intergovernmental	1,823,239	0	395,832	0	0
Total External Revenues	1,823,239	0	395,832	0	0
Internal Revenues					
General Fund Discretionary	0	0	0	7,343,458	3,697,126
Total Internal Revenues	0	0	0	7,343,458	3,697,126
TOTAL RESOURCES	\$ 1,823,239	\$ 0	\$ 395,832	\$ 7,343,458	\$ 3,697,126
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.					
EXPENDITURES					
Bureau Requirements					
External Materials & Services	1,823,239	0	395,832	7,343,458	3,697,126
Total Bureau Requirements	1,823,239	0	395,832	7,343,458	3,697,126
Fund Requirements					
TOTAL EXPENDITURES	\$ 1,823,239	\$ 0	\$ 395,832	\$ 7,343,458	\$ 3,697,126
PROGRAMS					
Accounting			395,832	0	0
Community Economic Development			0	4,825,610	2,297,482
Economic Opportunity			0	2,517,848	1,399,644
TOTAL PROGRAMS	\$	\$	\$ 395,832	\$ 7,343,458	\$ 3,697,126
Note: Historical program information is not available due to the level at which budget figures were converted to the new EBS cost structure.					

Portland Development Commission

BUDGET DECISIONS

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

ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY 2010-11	2,649,776	0	2,649,776	0.00	FY 2010-11 Current Appropriation Level
CAL Adjustments	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	(79,493)	(26,498)	(105,991)	0.00	4% Reduction to GF Programs
	0	245,000	245,000	0.00	Cluster Industry Research and Development
	0	121,341	121,341	0.00	Cluster Industry Initiatives
	0	500,000	500,000	0.00	Neighborhood Main Street Revitalization
	0	65,000	65,000	0.00	Business Services Website
	0	22,000	22,000	0.00	Target Business Recruitment
	0	200,000	200,000	0.00	Small Business Working Capital
	(79,493)	1,126,843	1,047,350	0.00	Total FY 2010-11 Decision Packages
			\$ 3,697,126	0.00	Total Proposed Budget

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Portland Bureau of Transportation

Transportation and Parking Service Area

Mayor Sam Adams, Commissioner-in-Charge

Susan Keil, Director

Bureau Summary

BUREAU MISSION

The Portland Bureau of Transportation is the steward of the City's transportation system, and a community partner in shaping a livable city. We plan, build, manage, maintain, and advocate for an effective and safe transportation system that provides access and mobility.

BUREAU OVERVIEW

The FY 2010-11 Proposed Budget for the Portland Bureau of Transportation (PBOT) totals \$243 million (not including fund level expenses) in four budget programs: Operations, Maintenance, Capital Improvement, and Business and Support Services.

STRATEGIC DIRECTION

Service Improvement Plan

PBOT has identified the top three service areas to improve upon in FY 2010-11.

Mobile Maximo (Work Management Program)

Maximo is the work management system for the Bureau. Work orders are generated for maintenance and operations activities which the supervisors and crews at Maintenance and Operations use to do the work in the field. Current systems are reliant on paper and pencil systems for tracking and prioritizing work. Mobile Maximo technology has the potential to create efficiencies in the work that is done by eliminating paper work and the need for double data entry.

Improvement Plan:

- ◆ In the next year, Transportation will obtain the technology for Mobile Maximo.
- ◆ Technology Services and Maintenance and Operations staff will work together to create a plan to pilot Mobile Maximo with select work crews.

Parking Operations Division Service Improvement Plan

Portland was the first city in the country to provide on-street parking meters that allowed customers to pay with bankcards. Now these first generation SmartMeters are reaching the end of their 10-year useful life. Over the next few years PBOT will implement a capital replacement program that will improve customer service and keep operating costs low. The public will see and feel the outcome of these service improvements when they use the newer SmartMeters.

Outcomes that Customers will experience (Improvements include):

- ◆ Machines will no longer "eat" bankcards - customers will maintain control of their bankcard at all times
- ◆ Increased reliability and functionality of machines resulting in a decreased need for making service calls.
- ◆ Improved lighting - at certain locations where evening hours make operations more difficult
- ◆ Larger displays - employing customer information that make operating instructions more clear

Enhancements to the inventory management system enabled by a Google map interface and new statistical reporting tools will allow city staff to perform operations and maintenance tasks more cost-effectively.

Sunderland Yard's Crushing Operation

In 2009, Sunderland conducted an analysis of the rock crushing operation. It was demonstrated that by replacing the equipment in one of the activities the cost to produce a ton of rock plummeted from \$49.47 to \$9.49 and the productivity increased 62%. An analysis of the entire crushing operation will find additional efficiencies. The analysis will include:

- ◆ Efficiency and productivity of each piece of equipment / activity
- ◆ Repurposing or continuing to use existing equipment
- ◆ Upgrade options for existing equipment
- ◆ Trade-in options for existing equipment
- ◆ Use of existing facility infrastructure and note any infrastructure changes or improvements
- ◆ safe and efficient traffic patterns

The volume of rock, concrete, and asphalt recycled at Sunderland has increase 56% from FY06-07 to FY08-09. In addition to this trend, PBOT has begun partnering with other City bureaus to ensure improved street quality on specific water and sewer projects. This partnering is in the form of Sunderland accepting concrete and asphalt from poor quality streets involved in agreed upon projects, recycling it into 1" minus aggregate, and provide it, at no cost, back to the project.

Improvement Plan:

- ◆ With the support of CityFleet, a RFP will be issued for the analysis and design of an efficient crushing operation, including engineering diagrams, and the purchase of needed equipment.
- ◆ Purchase and install equipment
- ◆ Prepare Sunderland Yard to be able to process the increasing volumes of waste material generated internally and the additional material from partnering opportunities.

Significant Changes to Revenues

PBOT's primary source of discretionary operating revenue is the State Highway Trust Fund ("gas tax"). The main components of State Highway Trust Fund revenue are motor fuels tax, weight-mile tax, and vehicle registration and titling fees. These revenues account for three-fourths of discretionary revenue. There are three significant changes to these revenues in FY 2010-11;

- ◆ In 2009, the Oregon legislature passed HB2001, "Jobs and Transportation Act", which will provide an estimated \$12.5 million of new revenue to the City in FY10/11
- ◆ In 2009, the economy was in an economic recession that resulted in a drop in revenues. There has been a slow recovery over the last few months which is projected to continue in FY10-11.
- ◆ In the last few years, vehicles have become more efficient. Since the gas tax is based on gallons sold, this has reduced revenues.

PBOT's other source of discretionary revenue is parking revenue. The primary source of parking revenue is on-street parking meter/paystation fees. Parking citation and parking permit revenue also contribute. These revenues account for one-fourth of total discretionary revenue.

- ◆ In 2009, PBOT increased parking meter rates and hours of operation. Rates increased by 35 cents an hour downtown, 35 cents an hour in Marquam Hill, and 25 cents an hour in the Lloyd District. Hours of operations were extended to include Sunday from 1pm to 7pm in downtown.
- ◆ In 2009, the economy was in an economic recession that resulted in a drop in revenues. There has been a slow recovery over the last few months which is projected to continue in FY10-11.

PBOT's other sources of discretionary revenue include parking garage revenue and utility license fee revenue.

- ◆ In FY 2008-09, PBOT took over the management of the City's parking garage system.
- ◆ In FY 2008-09, City Council passed an ordinance directing utility license fee revenue in excess of the FY 2008-09 General Fund 5-year forecast to be transferred to PBOT. Once the transfer reaches the cap of \$4.3 million, it becomes part of the annual transfer from the General Fund. The budget for FY 2010-11 is estimated at \$3.4 million; the transfer will reflect the actual amount.

Revenues Don't Meet Needs

The bureau faces the significant challenge of paying for core transportation services with limited resources:

- ◆ The current level of service is not sufficient to fund the unmet maintenance need or to prevent further deterioration of the transportation infrastructure.
- ◆ The current level of service is not sufficient to cover new demands on the transportation system being made by the city and region's growing population.
- ◆ The cost of materials to repair Oregon's streets and bridges has increased by 70% from 1993 to 2006, and continues to increase.
- ◆ New requirements such as higher health benefit costs of employees and inflation continue to impact the financial forecast.

Service Reductions in Prior Years

The heavy reliance on a fixed rate revenue stream has resulted in the need for permanent service reductions in prior years:

- ◆ \$12.0 million cut from FY 2000-01 to FY 2007-08
- ◆ \$1.5 million cut in FY 2008-09
- ◆ \$2.3 million cut in FY 2009-10

These service reductions have resulted in unaddressed safety needs and a growing percentage of the City's transportation infrastructure in poor and very poor condition. The new revenues from HB 2001 only partially offset these reductions.

Budget Advisory Committee

PBOT formed a Budget Advisory Committee (BAC) in 2008. The BAC helped prepare the FY 2009-10 budget, including service reductions to cover the general transportation revenue (GTR) shortfall and revenue enhancement packages to provide economic stimulus, private sector paving jobs, and street preservation funding. The BAC endorsed the FY 2010-11 budget, including allocation of HB2001 funds, funding for parking paystation capital replacement, and general fund add and cut packages along with a prioritization of our core programs. The BAC approved the FY 2010-11 decision packages. The allocation of HB2001 funds is consistent with the allocation priorities of the 75-member Safe Sound and Green Stakeholder Committee.

SUMMARY OF BUDGET DECISIONS

HB2001 GTR Add Package

HB2001, the "Jobs and Transportation Act", will provide an estimated \$12.5 million of new revenue to the City in FY 2010-11. These revenues fund the following programs and projects.

High Crash Corridor Program \$260,269

HB 2001 funds will provide improvements and services to benefit traffic safety along 10 arterial street corridors that have a high frequency of crashes. The program will identify and fund low-cost traffic control improvements as well as enforcement services and education efforts designed to address specific behaviors and crash types.

Pedestrian Safety Improvements \$347,025

HB 2001 funds will construct crossing improvements at locations throughout the City utilizing the prioritized list of crossing improvement locations developed as part of the Safe, Sound and Green Streets project as well as other locations determined in consultation with the Pedestrian Advisory Committee and Transportation's traffic safety engineers. Improvements will provide enhanced crossings, pedestrian refuge islands and other pedestrian safety improvements where appropriate.

Safe Routes to Schools Improvements \$199,539

HB 2001 funds will fund crossing improvements, traffic control changes, traffic calming measures, green street features and other features to provide safer opportunities for children and families to travel to neighborhood schools using alternative modes of transportation instead of driving. Projects will provide these benefits to at least two schools to be determined through the Safe Routes to School program.

Pedestrian & Bike Safety Corridors (Affordable Transportation) \$1,000,000

- ◆ **12th Ave Overcrossing, NE:** HB 2001 funds for the design and implementation of crossing improvements on NE 12th Avenue Overcrossing I-84. Improvements would include possible "scramble" signal for cyclists at Lloyd Blvd. Project extends from NE Irving to NE Lloyd Blvd on NE 12th.
- ◆ **15 Miles of Bike Blvd, CW:** HB 2001 funds will leverage funds from Transportation, PDC, Bureau of Environmental Services and other sources to design and construct seven new bicycle boulevards (87th Avenue, N Central, 101st Avenue, SE Bush, NE Klickitat, NE Holman and SW Illinois/Vermont) to continue to build out an integrated network of bicycle boulevards. Other projects funded will focus on bridging gaps in the existing bicycle network and implementing projects as a part of the Bicycle Plan to be heard at City Council in February 2010.
- ◆ **Cycle Track Development, CW:** HB 2001 funds for the development and implementation of up to two Cycle Track treatments at high volume locations. Possible locations include but are not limited to N. Williams-Vancouver, NE Holladay Street and other locations to be determined. Cycle Track design could include civil construction or may be limited to striping improvements similar to the PSU Cycle Track Demonstration project.
- ◆ **Glisan Buffered Bike Lane, NE:** HB 2001 funds will provide missing link buffered bicycle lanes on NE Glisan from NE 22nd to NE 32nd. This will bridge a gap in Portland's existing network using business friendly treatment to minimize parking/loading impacts.
- ◆ **Rose Quarter, NE:** HB 2001 funds will provide additional pavement markings, striping, signage and possible crossing improvement alternatives for additional bicycle and pedestrian access to the Rose Quarter.
- ◆ **Terwilliger-PSU Access Improvements, SW:** HB2001 funds to design and implement connections from SW into downtown Portland for cyclists. Project will provide connections from SW Terwilliger into downtown across I-405 and could include crossing improvements and striping improvements to facilitate cyclists accessing downtown safely.

Arterials with no Sidewalks (Sidewalk Infill on Arterials) \$422,090

The sidewalk Infill on Arterials program will plan, design and construct sidewalks on segments of arterial streets without sidewalks across the City. The program will focus most on transportation districts with greater sidewalk deficiency and providing access to transit. Specific sidewalk Infill locations will be determined annually in consultation with the Portland Pedestrian Advisory Committee and Neighborhood District Coalitions based on a set of evaluation criteria

Street Light Replacement \$433,781

The project would replace aging Option C street light infrastructure throughout the city of Portland. Street lights reduce crashes and provide safety and security for residents and businesses, and Portland is required by ordinance to light city streets. The annual gap in capital repair/rehabilitation/replacement of worn out street lights is \$4.1 million.

Arterial Streets - Contract Paving \$2,960,124

Road rehabilitation work will consist of a 3" - 6" grind and pavement in-lay curb-to-curb with various amounts of roadbase repairs. Project also includes bike and travel lane re-striping and stormwater mitigation. Project is needed because the roadway condition as deteriorated to the point of needing significant maintenance and reconstructive work and is developing into a potential safety hazard at numerous locations. For FY 10/11, the Arterial Streets Program will work on the NE Sandy Blvd.; NE 42nd Ave. to NE 82nd Ave.

Trip Reduction Program \$86,756

This project would allow staff to expand the SmartTrips Program target area to include 5,000 additional households. The SmartTrips program, which includes both the residential and business outreach components, is Portland's individualized marketing program to inform residents about their transportation options and encourage those residents to use alternative modes of transportation. The program has consistently demonstrated a reduction in the number of drive alone trips of 9-12% among the targeted population each year. This helps the city to meet its goals for reducing single occupancy auto trips and greenhouse gas emissions associated with transportation.

Deficient Bridges/Overpasses (non-Willamette River Bridges) \$867,563

The funding will be used to replace some of the City's poor and weight restricted bridges which are currently prohibiting the movement of freight and transit within the City. Projects identified include replacing the following weight restricted bridges, N Burgard Road over abandoned railroad tracks and NE 21st Avenue over Columbia Slough as well as NW Thurman Bridge over Balch Creek.

City & Regional Priority CIP Match \$3,470,250

This will provide matching funds for Federal and State projects that will be awarded to the City through the regional funding process. For FY 10/11, the fund will be use to match the below projects:

- ◆ **Gibbs St Pedestrian Bridge, SW** : HB 2001 Funding - \$1,970,250 Total Project Cost - \$13,604,927 The Gibbs Pedestrian Bridge is a proposed pedestrian and bicycle facility crossing the I-5 freeway at SW Gibbs Street, connecting the historic Lair Hill District and the South Waterfront District and the Willamette River. The Lair Hill neighborhood, one of the oldest in Portland, historically had a connection with the Willamette River that was removed by the construction of the freeway. This facility would re-establish the connection as well as connections to streetcar and proposed light rail and provide more opportunity for active lifestyles.
- ◆ **Harbor River Parkway Intersection, SW** : HB 2001 Funding - \$950,000 Total Project Cost - \$5,339,000 SW Moody Avenue provides the critical north access to and from the South Waterfront District. The existing configuration of SW Moody will not provide adequate capacity for the projected growth. To accommodate new development in the South Waterfront District a multimodal transportation system must be in place. This project will provide the projected vehicular and transit access needs for the District, SW Moody right-of-way and road design will be modified with the following changes: an additional south bound travel lane will be added; the existing streetcar tracks will go from a single track to double track; the existing sidewalks and bike lanes will be widened to meet current district design standards; the roadway will be realigned to provide a horizontal curve to accommodate vehicular design speeds of 30 mph; the grade of the roadway will be raised to accommodate the new light rail bridge and new building developments.

- ◆ **Moody: River Pkwy, SW** : HB 2001 Funding - \$0 Total Project Cost - \$24,000,000 To accommodate future growth in South Waterfront the project will add an additional southbound left turn lane to SW River Parkway, lengthen the sub-standard taper to the existing northbound right turn lane to SW River Parkway. Also traffic analysis will be complete to determine if an additional eastbound lane along SW River Parkway to SW Moody is needed and will be added as part of the project if needed to accommodate growth. After construction of the SW Harbor Drive/SW River Parkway improvements and the SW Moody Avenue Reconstruction Project are complete, the existing, non-traditional right turn movement at SW Curry/SW Macadam will be eliminated.
- ◆ **Bancroft/Hood/Macadam Improvements**: HB 2001 Funding - \$50,000 Total Project Cost - \$50,000 The proposed South Portal project will provide multi-modal access to and from the South Waterfront District in the vicinity of SW Macadam Avenue and SW Bancroft St. The proposed work will provide design guidance to the Portland to Lake Oswego Streetcar project and certainty to developments that will contribute right of way to both projects.
- ◆ **St Johns Truck & Ped, N** : HB 2001 Funding - \$500,000 Total Project Cost - \$2,654,000 The project will construct pedestrian crossing improvements in conjunction with freight mobility improvements within the St Johns Town Center of North Portland. The project implements elements of the St Johns Truck Strategy to improve freight access through North Portland and address neighborhood livability issues associated with freight movement through the St Johns Town Center. The project also implements elements of St Johns/ Lombard Plan to improve pedestrian safety in support of commercial revitalization of the St Johns business district.

Signal Rehab & Signal Optimization Program \$433,781

The project would replace aging traffic signal infrastructure and/or optimize traffic signal operations with signal timing modifications or adaptive traffic control systems. The annual gap in capital repair/ rehabilitation/ replacement of worn-out traffic signal assets is \$18.4 million. Signal optimization is needed to improve the efficiency of the transportation system.

Smartmeter Debt Service \$2,058,000

The project would fund debt service to replace parking paystations. These paystations are reaching the end of their useful life.

General Fund Cut Packages

The Office of Management and Finance has directed all bureaus to prepare 4% cut packages for all services supported by the General Fund. To achieve this, the Bureau of Transportation would need to reduce the following services;

Streetlighting General Fund 4% Reduction (\$245,219) This package would cut 4% of ongoing general fund support for Streetlighting Operations and Maintenance. The General Fund currently supports streetlight utility power costs. To achieve this cut, the City would need to turn off selected streetlights. The Bureau of Transportation recommends that this package be restored (please see below).

Transportation Options General Fund 4% Reduction (\$3,479) This package would cut 4% of ongoing general fund support for Transportation Demand Management and Performance Measurement. To achieve this cut, the Bureau of Transportation would need to reduce support for sustainability programs. The Bureau of Transportation recommends that this package be restored (please see below).

Downtown Marketing General Fund 4% Reduction (\$11,989) This package would cut 4% of ongoing general fund support for Downtown Marketing. To achieve this cut, the City would need to reduce the contract with TravelPortland, a non-profit marketing organization that works to maintain the vibrancy of the Portland metropolitan area. The Bureau of Transportation recommends that this package be restored (please see below).

General Fund Add Packages

The Bureau of Transportation is requesting general fund support for the following programs;

Restore Streetlighting General Fund \$245,219 This package would restore the 4% cut of ongoing general fund support for Streetlighting Operations and Maintenance. The Bureau of Transportation recommends continued funding of this service.

Restore Transportation Options General Fund \$3,479 This package would restore the 4% cut of ongoing general fund support for Transportation Demand Management and Performance Measurement. The Bureau of Transportation recommends continued funding of this service.

Restore Downtown Marketing General Fund \$11,989 This package would restore the 4% cut of ongoing general fund support for Downtown Marketing. The Bureau of Transportation recommends continued funding of this service.

New Revenue Packages

Marquam Hill Parking Meter Rate \$38,900 Increase Marquam Hill meter rates to match downtown and South Waterfront. The rates would increase from \$1.35 to \$1.60 per hour. This increase is requested by the Marquam Hill Meter District Revenue Allocation Committee.

Service Charges and Fees \$63,500 Update service charges and fees to reflect cost of service and to reduce City subsidies for various services.

- ◆ **Increased fees :** This proposal would increase fees for angle loading parking permits, commercial, delivery, and maintenance parking permits, government metered-area parking permits and scratch-off books, and valet parking metered-area permits.
- ◆ **Decreased Fees:** This proposal would decrease fees for parking paystation removal and installation permits, reserved non-metered-area parking permits, and valet parking non-metered-area permits.
- ◆ **New Fees:** This proposal would implement new fees for community events held in the right-of-way by for-profit organizations. These fees would partially cover City costs for these events. This proposal was reviewed and approved by the Chairs and Directors of Neighborhood Coalitions.

Revenue Reduction Packages

Permit Revenue Decrease Cut (\$325,557) This package reflects reduced demand for development services. This package will cut four vacant positions.

Portland Bureau of Transportation

SUMMARY OF BUREAU BUDGET

	Actual FY 2007-08	Actual FY 2008-09	Revised FY 2009-10	Requested FY 2010-11	Proposed FY 2010-11
RESOURCES					
External Revenues					
Licenses and Permits	1,483,501	1,586,824	1,084,336	874,000	1,155,300
Charges for Services	32,519,774	27,897,848	44,685,535	42,244,171	42,252,171
Intergovernmental	66,663,781	47,346,685	152,571,264	150,535,645	149,085,645
Bond & Note	17,058,553	1,540,000	2,184,000	4,050,000	4,050,000
Miscellaneous	2,829,742	2,819,777	4,861,607	2,888,425	2,763,425
Total External Revenues	120,555,351	81,191,134	205,386,742	200,592,241	199,306,541
Internal Revenues					
Fund Transfers - Revenue	26,796,313	17,234,266	44,054,524	26,935,974	25,864,014
Interagency Revenue	25,424,692	25,964,224	32,043,399	28,282,505	28,085,405
Total Internal Revenues	52,221,005	43,198,490	76,097,923	55,218,479	53,949,419
Beginning Fund Balance	22,573,526	21,039,215	34,633,168	29,029,542	29,029,542
TOTAL RESOURCES	\$ 195,349,882	\$ 145,428,839	\$ 316,117,833	\$ 284,840,262	\$ 282,285,502
<p>Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose. Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.</p>					
EXPENDITURES					
Bureau Requirements					
Personal Services	59,061,060	60,614,258	70,652,912	69,851,893	69,907,868
External Materials & Services	57,121,703	46,540,833	75,034,018	41,957,563	41,555,979
Internal Materials & Services	21,772,682	20,952,546	32,435,075	27,187,402	26,950,485
Capital Expenses	13,430,984	4,151,308	101,200,481	106,051,217	104,335,014
Total Bureau Requirements	151,386,429	132,258,945	279,322,486	245,048,075	242,749,346
Fund Requirements					
Contingency	0	0	15,917,577	20,110,247	19,904,216
Fund Transfers - Expense	18,253,579	10,694,581	11,468,782	8,912,057	8,862,057
Bond Expenses	4,670,659	5,582,735	9,408,988	10,769,883	10,769,883
Unappropriated Fund Balance	21,039,215	(3,107,422)	0	0	0
Total Fund Requirements	43,963,453	13,169,894	36,795,347	39,792,187	39,536,156
TOTAL EXPENDITURES	\$ 195,349,882	\$ 145,428,839	\$ 316,117,833	\$ 284,840,262	\$ 282,285,502
PROGRAMS					
Administration & Support			19,948,037	24,980,039	24,648,906
Capital Improvements			163,504,587	133,426,033	131,629,008
Maintenance			40,679,463	39,535,570	39,542,570
Operations			55,190,399	47,106,433	46,928,862
TOTAL PROGRAMS	\$	\$	\$ 279,322,486	\$ 245,048,075	\$ 242,749,346
<p>Note: Historical program information is not available due to the level at which budget figures were converted to the new EBS cost structure.</p>					

Portland Bureau of Transportation

CIP SUMMARY

This table summarizes Capital Improvement Plan project costs by capital programs.

Bureau Capital Program	Revised		Proposed	Capital Plan				
	Prior Years	FY 2009–10	FY 2010–11	FY 2011–12	FY 2012–13	FY 2013–14	FY 2014–15	5–Year Total
Transportation								
Centers and Main Streets								
Bancroft/Mac	0	0	100,000	0	0	0	0	100,000
CH: Mult-TF	94,964	676,002	127,444	0	0	0	0	127,444
Cully Blvd	509,942	4,609,293	620,000	0	0	0	0	620,000
Division SC	147,593	867,000	1,826,591	3,136,362	0	0	0	4,962,953
E Burnside	1,256,423	21,818,532	5,576,977	0	0	0	0	5,576,977
Gateway Ph II	0	475,000	300,677	0	0	0	0	300,677
Gibbs Ped Br	2,277,968	5,149,147	2,600,000	165,000	0	0	0	2,765,000
Killingsworth: Comme	0	652,000	350,000	0	0	0	0	350,000
Lake Oswego Trolley	152,825	175,000	27,000	0	0	0	0	27,000
Milwaukie LRT	0	0	0	3,200,000	0	0	0	3,200,000
Moody Pkwy	72,184	0	3,150,000	17,100,000	2,400,000	0	0	22,650,000
Portland Streetcar E	5,440,130	24,474,264	56,036,332	37,025,000	2,025,000	25,000	25,000	95,136,332
Ptld - Milwaukie LRT	18,872	430,045	899,728	1,125,000	675,000	700,000	500,000	3,899,728
Russell Street Impro	1,091,845	826,329	21,000	0	0	0	0	21,000
St Johns/Lombard Ped	68,603	1,493,963	1,849,604	0	0	0	0	1,849,604
Streetcar Vehicle Pu	0	10,000,000	6,000,000	9,000,000	0	0	0	15,000,000
W Burnside Prelimina	1,108,187	2,100,000	500,000	0	0	0	0	500,000
Total Centers and Main Streets	12,239,536	73,746,575	79,985,353	70,751,362	5,100,000	725,000	525,000	157,086,715
Freight and Industrial Area								
109th Ave LID; NE	36,800	628,400	862,500	0	0	0	0	862,500
47th & Columbia	387,131	1,613,063	46,750	0	0	0	0	46,750
82nd Ave/Col Interse	8,333	2,389,909	2,000,000	0	0	0	0	2,000,000
Columbia Blvd/MLK Bl	92,407	1,422,482	1,424,842	0	0	0	0	1,424,842
Going St Bridge	173,815	4,135,192	340,690	0	0	0	0	340,690
Leadbetter RR Overcr	342,313	5,070,472	1,365,661	0	0	0	0	1,365,661
Lombard: Columbia Sl	50,088	1,307,781	1,699,012	0	0	0	0	1,699,012
Portland Rd Columbia	0	277,748	600,000	0	0	0	0	600,000
Total Freight and Industrial Area	1,090,887	16,845,047	8,339,455	0	0	0	0	8,339,455
Local Street Design								
31st Ave Design LID;	9,500	67,300	197,200	0	0	0	0	197,200
Comm/Industrial Stre	0	450,751	430,433	440,000	450,000	460,000	470,000	2,250,433
LID Street Design	0	248,500	302,052	323,000	345,000	369,000	394,000	1,733,052
Minor Permits Street	0	155,026	141,345	150,000	160,000	170,000	180,000	801,345
Pre-LID Street Desig	0	30,000	30,000	30,000	30,000	30,000	30,000	150,000
Subdivision Streets	0	328,760	204,441	225,000	235,000	245,000	265,000	1,174,441
Total Local Street Design	9,500	1,280,337	1,305,471	1,168,000	1,220,000	1,274,000	1,339,000	6,306,471
Neighborhood Livability								
12th Ave Bl	0	0	59,266	0	0	0	0	59,266
15 Miles	0	0	1,432,858	0	0	0	0	1,432,858
50s Bkwy: NE Thompso	0	1,872,461	382,567	1,100,000	0	0	0	1,482,567
ARRA-Bike Blvd	0	0	650,000	0	0	0	0	650,000
AT Bike & Ped	0	0	0	1,000,000	0	0	0	1,000,000
Bike Parking Fund	166,530	185,000	136,000	90,000	50,000	50,000	50,000	376,000
Bikeway Network Comp	0	50,000	50,000	50,000	50,000	50,000	50,000	250,000
Boones Ferry - Steph	18,262	471,798	557,000	504,847	0	0	0	1,061,847
Bridges/O-Passes	0	0	1,000,000	1,000,000	0	0	0	2,000,000
Center St & Earl Boy	0	88,800	55,000	0	0	0	0	55,000
Cycle Track	0	0	400,000	0	0	0	0	400,000
Glisan Bl	0	0	30,000	0	0	0	0	30,000
Interstate Livabilit	0	500,000	125,000	125,000	125,000	125,000	125,000	625,000
Lambert Ped	0	0	131,500	0	0	0	0	131,500
Lents TC: Traffic Sa	0	400,000	0	1,000,000	1,000,000	0	0	2,000,000
Lents Town Center Fo	26,228	826,391	1,466,632	2,438,268	0	0	0	3,904,900
Marquam Hill Ph 2	0	0	38,000	0	0	0	0	38,000
PDC Small Projects	0	0	250,000	0	0	0	0	250,000
Ped Infill & Network	0	50,000	50,000	50,000	50,000	50,000	50,000	250,000
Ped Safety	0	0	400,000	330,000	0	0	0	730,000

CIP SUMMARY

Portland Bureau of Transportation
Transportation and Parking Service Area

This table summarizes Capital Improvement Plan project costs by capital programs.

Bureau Capital Program	Revised		Proposed	Capital Plan				5-Year Total
	Prior Years	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	
Project								
Rose Quarter BI	0	0	81,565	0	0	0	0	81,565
Safe Routes to School	0	499,892	418,853	0	0	0	0	418,853
Sidewalk Infill	0	0	639,178	549,196	0	0	0	1,188,374
Sidewalk-ARRA	94,212	2,000,000	900,000	7,000	0	0	0	907,000
Springwater	0	0	654,000	0	0	0	0	654,000
SR2S	0	0	230,000	200,000	0	0	0	430,000
Terwilliger	0	0	138,577	0	0	0	0	138,577
Total Neighborhood Livability	305,232	6,944,342	10,275,996	8,444,311	1,275,000	275,000	275,000	20,545,307
Preservation & Rehabilitation								
23rd: Burnside-Lovej	329,872	2,756,128	47,649	0	0	0	0	47,649
ARRA - Paving	0	0	2,169,557	0	0	0	0	2,169,557
ARRA-S Aud	0	0	2,058,830	0	0	0	0	2,058,830
Burgard Rd Over Aban	319,893	2,022,590	2,426,309	0	0	0	0	2,426,309
CBD Cable Replacemen	0	2,258,842	400,000	400,000	400,000	400,000	400,000	2,000,000
G2G Crystal Springs	140,776	29,550	179,030	0	0	0	0	179,030
Harbor and Naito	0	0	1,000,000	0	0	0	0	1,000,000
MLK Viaduct	477,259	48,000	48,000	48,000	0	0	0	96,000
Paving Preservation	0	6,170,840	2,800,000	2,800,000	2,800,000	2,800,000	2,800,000	14,000,000
RR - Sandy	0	0	3,412,000	0	0	0	0	3,412,000
RR - Streets	0	0	0	3,357,080	0	0	0	3,357,080
Sellwood Bridge	156,696	52,072	20,000	0	0	0	0	20,000
Sig Rehab	0	0	500,000	500,000	0	0	0	1,000,000
Signal Communication	0	100,000	100,000	100,000	100,000	100,000	100,000	500,000
Signal Reconstructio	0	570,000	570,000	570,000	570,000	570,000	570,000	2,850,000
Street Light Replace	0	0	500,000	500,000	0	0	0	1,000,000
Vancouver Over Col S	87,243	2,055,179	5,919,543	1,087,004	0	0	0	7,006,547
Total Preservation & Rehabilitation	1,511,739	16,063,201	22,150,918	9,362,084	3,870,000	3,870,000	3,870,000	43,123,002
Special Projects								
Harbor/River	63,236	4,390,734	3,085,609	0	0	0	0	3,085,609
MTIP/OTIA Program Ma	0	383,651	428,385	489,785	489,785	489,785	489,785	2,387,525
SM East SC	0	0	850,000	3,240,000	0	0	0	4,090,000
SM: Downtown	0	0	2,350,000	1,863,000	3,240,000	0	0	7,453,000
SM: Northwest	0	0	850,000	0	0	0	0	850,000
Total Special Projects	63,236	4,774,385	7,563,994	5,592,785	3,729,785	489,785	489,785	17,866,134
Total Transportation	\$ 15,220,130	\$119,653,887	\$129,621,187	\$ 95,318,542	\$ 15,194,785	\$ 6,633,785	\$ 6,498,785	\$253,267,084

Portland Bureau of Transportation

FTE SUMMARY

Class	Title	Salary Range		Revised FY 2009-10		Requested FY 2010-11		Proposed FY 2010-11	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000062	Accountant I	37,606	52,499	3.00	153,696	3.00	156,549	3.00	156,549
30000063	Accountant II	49,171	60,070	2.00	120,144	2.00	120,144	2.00	120,144
30000064	Accountant III	54,142	66,102	1.00	66,108	1.00	66,108	1.00	66,108
30000434	Administrative Assistant	44,533	68,619	4.00	249,132	4.00	254,952	4.00	254,952
30000433	Administrative Specialist, Sr	41,475	63,856	2.00	117,396	2.00	121,947	2.00	121,947
30000436	Administrative Supervisor I	54,080	72,051	2.00	139,476	2.00	142,242	2.00	142,242
30000437	Administrative Supervisor II	56,763	75,670	1.00	75,265	1.00	75,672	1.00	75,672
30000204	Applications Analyst III-Generalist	62,629	83,637	1.00	83,628	1.00	83,640	1.00	83,640
30000207	Applications Analyst IV-Generalist	65,811	88,046	1.00	88,044	1.00	88,044	1.00	88,044
30000090	Asphalt Raker	43,306	46,550	12.00	552,096	12.00	552,096	12.00	552,096
30000102	Automotive Equip Oper II: Sewer	42,827	51,584	8.00	403,944	8.00	403,944	8.00	403,944
30000103	Automotive Equip Oper II: Street	42,827	51,584	12.00	619,056	12.00	619,056	12.00	619,056
30000104	Automotive Equip Oper II: Tractor-	42,827	51,584	2.00	103,176	2.00	103,176	2.00	103,176
30000101	Automotive Equipment Oper I	40,352	48,901	53.67	2,561,562	54.00	2,583,312	54.00	2,583,312
30000458	Bureau Director, Assistant to	74,214	98,862	1.00	98,651	1.00	98,868	1.00	98,868
30000441	Business Operations Manager	74,214	98,862	1.00	98,868	1.00	98,868	1.00	98,868
30000442	Business Operations Manager, Sr	92,186	138,902	1.00	128,748	1.00	128,748	1.00	128,748
30000440	Business Operations Supervisor	65,811	88,046	3.00	264,132	3.00	264,132	3.00	264,132
30000449	Business Systems Analyst, Sr	62,629	83,637	1.00	83,628	1.00	83,638	1.00	83,638
30000331	CAD Analyst	60,840	77,709	1.00	77,712	1.00	77,712	1.00	77,712
30000329	CAD Technician II	50,086	63,898	3.00	183,229	3.00	185,989	3.00	185,989
30000330	CAD Technician III	60,840	77,709	1.00	77,712	1.00	77,712	1.00	77,712
30001259	Capital Program Manager	74,214	98,862	1.00	74,220	1.00	74,220	1.00	74,220
30001258	Capital Project Control Manager	74,214	98,862	1.00	74,220	1.00	74,220	1.00	74,220
30000399	Capital Project Manager I	60,840	77,709	4.00	283,764	4.00	289,172	4.00	289,172
30000686	Capital Project Manager II	65,811	88,046	8.00	663,516	9.00	735,253	9.00	735,253
30000687	Capital Project Manager III	68,994	92,726	5.00	451,488	5.00	458,000	5.00	458,000
30000110	Carpenter	50,835	55,224	7.00	386,568	7.00	386,568	7.00	386,568
30000491	Community Outreach & Informtn	44,533	68,619	1.00	50,004	1.00	51,885	1.00	51,885
30000493	Community Outreach & Informtn Rep,	59,634	79,518	0.00	0	2.00	139,992	2.00	139,992
30000107	Concrete Finisher	50,835	55,224	13.00	717,912	13.00	717,912	13.00	717,912
30000105	Construction Equipment Operator	42,952	54,850	17.00	895,106	17.00	896,772	17.00	896,772
30000733	Development Services Manager	79,830	106,288	1.00	104,964	1.00	105,954	1.00	105,954
30000332	Development Services Technician I	37,378	50,086	3.00	150,264	3.00	150,264	3.00	150,264
30000333	Development Services Technician II	50,086	63,898	1.00	57,948	1.00	60,599	1.00	60,599
30000334	Development Services Technician III	60,840	77,709	1.00	77,712	1.00	77,712	1.00	77,712
30000732	Development Supervisor I	62,629	83,637	2.00	167,261	2.00	167,280	2.00	167,280
30000634	Electrical Supervisor	59,634	79,518	1.00	79,524	1.00	79,524	1.00	79,524
30000116	Electrician	63,606	68,661	17.67	1,199,592	18.00	1,220,796	18.00	1,220,796
30000237	Electronics Technician II:Traffic	55,328	67,080	3.00	201,240	3.00	201,240	3.00	201,240
30000487	Emergency Management Program	62,629	83,637	1.00	83,630	1.00	83,640	1.00	83,640
30000683	Engineer, Chief	101,421	145,205	1.00	134,101	1.00	139,603	1.00	139,603
30000684	Engineer, City Traffic	92,685	123,594	1.00	122,484	1.00	123,128	1.00	123,128
30000682	Engineer, Principal	92,685	123,594	3.00	355,992	3.00	363,060	3.00	363,060
30000680	Engineer, Sr	80,226	106,954	10.00	917,410	10.00	945,529	10.00	945,529
30000681	Engineer, Supervising	86,237	114,982	6.00	607,448	6.00	630,898	6.00	630,898
30000365	Engineer-Civil	79,997	97,219	4.00	376,632	4.00	386,574	4.00	386,574
30000369	Engineer-Structural	79,997	97,219	2.00	194,448	2.00	194,448	2.00	194,448
30000370	Engineer-Traffic	79,997	97,219	6.00	558,372	6.00	566,112	6.00	566,112
30000358	Engineering Associate, Sr-Civil	69,160	88,171	8.00	644,023	8.00	654,743	8.00	654,743
30000362	Engineering Associate, Sr-Structural	69,160	88,171	2.00	165,725	2.00	172,164	2.00	172,164
30000363	Engineering Associate, Sr-Traffic	69,160	88,171	8.00	650,828	9.00	753,121	9.00	753,121
30000353	Engineering Associate-Civil	56,846	76,190	6.00	367,150	6.00	380,399	6.00	380,399
30000696	Engineering Survey Manager	68,994	92,726	1.00	92,724	1.00	92,724	1.00	92,724
30000324	Engineering Technician I	37,378	50,086	9.00	391,104	9.00	392,661	9.00	392,661
30000325	Engineering Technician II	50,086	63,898	17.00	1,031,250	17.00	1,042,558	17.00	1,042,558
30000326	Engineering Technician III	60,840	77,709	5.00	375,200	5.00	382,158	5.00	382,158
30000459	Environmental Policy Analyst	62,629	83,637	1.00	69,060	1.00	71,661	1.00	71,661
30000095	Environmental Systems Crew Leader	52,187	56,722	10.00	562,704	10.00	562,704	10.00	562,704
30000094	Environmental Systems Maintenance	48,526	54,184	9.00	487,620	9.00	487,620	9.00	487,620
30000567	Financial Analyst	56,763	75,670	3.00	217,572	3.00	220,284	3.00	220,284
30000566	Financial Analyst, Assistant	44,533	68,619	1.00	61,660	1.00	64,192	1.00	64,192
30000569	Financial Analyst, Principal	74,214	98,862	1.00	98,868	1.00	98,868	1.00	98,868
30000568	Financial Analyst, Sr	62,629	83,637	1.00	83,640	1.00	83,640	1.00	83,640
30000127	General Mechanic	46,134	55,806	3.00	167,436	3.00	167,436	3.00	167,436
30000342	GIS Technician II	50,086	63,898	7.00	423,585	7.00	435,233	7.00	435,233
30000343	GIS Technician III	60,840	77,709	1.00	77,712	1.00	77,712	1.00	77,712
30000373	Graphics Designer III	60,840	77,709	1.00	77,712	1.00	77,712	1.00	77,712
30000218	Inf Syst Analyst, Principal-Gen	74,214	98,862	1.00	98,868	1.00	98,868	1.00	98,868

Class	Title	Salary Range		Revised FY 2009-10		Requested FY 2010-11		Proposed FY 2010-11	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000166	Lighting & Signal Inspector	65,146	75,400	2.00	150,792	2.00	150,792	2.00	150,792
30000855	Maintenance Group Manager	92,186	128,752	2.00	239,956	2.00	246,052	2.00	246,052
30000644	Maintenance Planner/Scheduler	54,080	72,051	2.00	113,172	2.00	117,804	2.00	117,804
30000451	Management Analyst	56,763	75,670	1.00	75,672	1.00	75,672	1.00	75,672
30000453	Management Analyst, Principal	74,214	98,862	1.00	78,048	1.00	81,249	1.00	81,249
30000452	Management Analyst, Sr	62,629	83,637	2.00	164,727	2.00	167,280	2.00	167,280
30000450	Management Assistant	44,533	68,619	1.00	65,148	1.00	66,702	1.00	66,702
30000693	Mapping & GIS Supervisor	68,994	92,726	1.00	92,724	1.00	92,724	1.00	92,724
30000327	Mapping Data Technician I	50,086	63,898	2.00	113,988	2.00	113,988	2.00	113,988
30000978	Mapping Data Technician II	60,840	77,709	1.00	70,428	1.00	73,146	1.00	73,146
30000347	Materials Quality Compliance	60,840	77,709	1.00	77,712	1.00	77,712	1.00	77,712
30000012	Office Support Specialist II	31,138	43,430	9.00	381,836	11.00	451,736	11.00	451,736
30000013	Office Support Specialist III	39,832	51,272	8.00	405,636	8.00	408,325	8.00	408,325
30000112	Painter	50,835	55,224	1.00	55,224	1.00	55,224	1.00	55,224
30000185	Parking Code Enforcement Officer	37,752	48,173	40.00	1,890,675	40.00	1,905,444	40.00	1,905,444
30001158	Parking Code Enfrmnt Ofcr-	33,779	43,638	3.00	130,932	3.00	130,932	3.00	130,932
30000188	Parking Collection Technician	25,792	29,453	2.00	58,896	2.00	58,896	2.00	58,896
30000638	Parking Control Manager	62,629	83,637	1.00	83,628	1.00	83,639	1.00	83,639
30000637	Parking Enforcement Supervisor	59,634	79,518	2.00	149,291	2.00	152,505	2.00	152,505
30000099	Parking Pay Station Technician	45,614	55,078	6.00	325,154	6.00	328,480	6.00	328,480
30000385	Planner II. City-Land Use	58,552	67,642	1.00	67,644	1.00	67,644	1.00	67,644
30000388	Planner II. City-Transportation	58,552	67,642	2.00	120,470	3.00	183,792	3.00	183,792
30000393	Planner, Sr City-Land Use	60,840	77,709	1.00	77,712	1.00	77,712	1.00	77,712
30000396	Planner, Sr City-Transportation	60,840	77,709	4.00	309,018	4.00	310,848	4.00	310,848
30000395	Planner, Sr City-Transportation	60,840	77,709	1.00	77,712	1.00	77,712	1.00	77,712
30000640	Portland Streetcar Maintenance	65,811	88,046	1.00	88,044	1.00	88,044	1.00	88,044
30000643	Portland Streetcar Maintenance	56,763	75,670	1.00	66,897	1.00	69,645	1.00	69,645
30000639	Portland Streetcar Operations	65,811	88,046	1.00	87,626	1.00	88,044	1.00	88,044
30000839	Portland Streetcar Operations Supvr	56,763	75,670	1.00	70,350	1.00	73,230	1.00	73,230
30000464	Program Coordinator	59,634	79,518	6.00	444,755	6.00	452,417	6.00	452,417
30000637	Program Manager	62,629	83,637	4.00	325,030	4.00	328,087	4.00	328,087
30000466	Program Manager, Sr	74,214	98,862	1.00	98,868	1.00	98,868	1.00	98,868
30000463	Program Specialist	54,080	72,051	4.00	256,314	4.00	265,628	4.00	265,628
30000462	Program Specialist, Assistant	44,533	68,619	1.00	68,616	1.00	68,616	1.00	68,616
30000637	Public Works Division Manager	85,800	116,293	3.00	291,441	3.00	297,912	3.00	297,912
30000690	Public Works Inspection Supervisor	62,629	83,637	2.00	167,261	2.00	167,280	2.00	167,280
30000228	Public Works Inspector	56,222	64,230	9.00	562,092	9.00	562,092	9.00	562,092
30000229	Public Works Inspector, Sr	60,965	71,843	4.00	281,760	4.00	281,760	4.00	281,760
30000679	Public Works Permit Engineering	68,994	92,726	1.00	89,196	1.00	92,136	1.00	92,136
30000630	Public Works Supervisor II	56,763	75,670	24.00	1,726,845	24.00	1,746,415	24.00	1,746,415
30000631	Public Works Supervisor, Sr	65,811	88,046	5.00	431,820	5.00	434,812	5.00	434,812
30000697	Right of Way Acquisition Supervisor	62,629	83,637	1.00	83,630	1.00	83,640	1.00	83,640
30000348	Right of Way Agent I	37,378	50,086	2.00	76,608	2.00	79,523	2.00	79,523
30000349	Right of Way Agent II	50,086	63,898	3.00	151,488	3.00	155,472	3.00	155,472
30000350	Right of Way Agent III	60,840	77,709	3.00	205,782	3.00	211,996	3.00	211,996
30000481	Risk Specialist	54,080	72,051	1.00	57,354	1.00	59,706	1.00	59,706
30000486	Safety & Risk Officer II	68,994	92,726	1.00	92,724	1.00	92,724	1.00	92,724
30000029	Service Dispatcher	33,405	46,758	3.00	140,292	3.00	140,292	3.00	140,292
30000030	Service Dispatcher, Lead	39,832	51,272	1.00	51,276	1.00	51,276	1.00	51,276
30000197	Sidewalk Inspector	49,858	56,722	3.00	170,172	3.00	170,172	3.00	170,172
30000089	Sign Maker	50,835	55,224	1.00	55,224	1.00	55,224	1.00	55,224
30000402	Signals & Street Lighting Technician	60,840	77,709	2.00	155,424	2.00	155,424	2.00	155,424
30000053	Storekeeper/Acquisition Specialist I	40,560	49,650	1.00	49,656	1.00	49,656	1.00	49,656
30000054	Storekeeper/Acquisition Specialist II	42,619	52,104	6.00	312,624	6.00	312,624	6.00	312,624
30000056	Storekeeper/Acquisition Specialist III	48,131	59,842	2.00	119,688	2.00	119,688	2.00	119,688
30000702	Street Lights/Signals Manager	74,214	98,862	1.00	98,868	1.00	98,868	1.00	98,868
30000091	Street Maintenance Crew Leader	52,187	56,722	6.00	340,344	6.00	340,344	6.00	340,344
30001079	Survey Project Support Tech	47,382	51,730	1.00	49,272	1.00	49,272	1.00	49,272
30000224	Surveying Aide II	41,475	45,968	9.00	411,048	9.00	412,848	9.00	412,848
30000694	Surveying Supervisor	62,629	83,637	1.00	82,051	1.00	83,640	1.00	83,640
30000225	Surveyor I	47,382	58,885	5.00	287,016	5.00	287,016	5.00	287,016
30000226	Surveyor II	55,016	63,045	2.00	119,238	2.00	122,748	2.00	122,748
30000092	Traffic Crew Leader	50,294	54,704	7.00	382,956	7.00	382,956	7.00	382,956
30000699	Traffic Investigations Manager	74,214	98,862	1.00	98,868	1.00	98,868	1.00	98,868
30001183	Transportation Demand Mgmt	32,510	41,517	2.26	73,143	3.00	101,142	3.00	101,142
30000351	Transportation Demand Mgmt Spec I	50,086	63,898	2.00	122,700	2.00	126,780	2.00	126,780

Transportation and Parking Service Area

Class	Title	Salary Range		Revised FY 2009-10		Requested FY 2010-11		Proposed FY 2010-11	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000352	Transportation Demand Mgmt Spec II	60,840	77,709	3.00	222,838	3.00	226,154	3.00	226,154
30000853	Transportation Dev & Engineering	92,186	128,752	1.00	124,414	1.00	128,748	1.00	128,748
30000420	Transportation Director	128,294	183,851	1.00	171,729	1.00	178,638	1.00	178,638
30000642	Transportation Division Manager	85,800	116,293	3.00	312,821	3.00	322,319	3.00	322,319
30000740	Transportation Planner, Supervising	74,214	98,862	1.00	98,868	1.00	98,868	1.00	98,868
30000739	Transportation Planning Coordinator	59,634	79,518	3.00	235,332	3.00	237,502	3.00	237,502
30000741	Transportation Planning Manager	85,800	116,293	1.00	116,292	1.00	116,292	1.00	116,292
30000854	Transportation Systems Grp Mgr	92,186	128,752	1.00	112,158	1.00	116,754	1.00	116,754
30001037	Utility Locator	46,550	50,086	5.00	244,884	5.00	246,408	5.00	246,408
30000076	Utility Worker I	39,811	43,306	12.00	516,204	12.00	516,204	12.00	516,204
30000077	Utility Worker II	43,306	46,550	122.00	5,638,761	122.00	5,644,836	122.00	5,644,836
30000123	Welder	50,835	55,224	2.00	110,448	2.00	110,448	2.00	110,448
TOTAL FULL-TIME POSITIONS				719.60	\$ 43,600,969	728.00	\$ 44,479,428	728.00	\$ 44,479,428
30000332	Development Services Technician I	37,378	50,086	0.50	25,044	0.50	25,044	0.50	25,044
30000325	Engineering Technician II	50,086	63,898	0.50	25,044	0.50	26,166	0.50	26,166
30000341	GIS Technician I	37,378	50,086	0.90	33,636	0.85	31,776	0.85	31,776
30000185	Parking Code Enforcement Officer	37,752	48,173	0.60	37,908	0.60	37,908	0.60	37,908
30000029	Service Dispatcher	33,405	46,758	3.60	157,578	2.39	107,664	2.39	107,664
30000197	Sidewalk Inspector	49,858	56,722	0.90	51,048	0.50	28,356	0.50	28,356
30000352	Transportation Demand Mgmt Spec II	60,840	77,709	1.25	97,140	1.25	97,140	1.25	97,140
TOTAL PART-TIME POSITIONS				8.25	\$ 427,398	6.59	\$ 354,054	6.59	\$ 354,054
30000433	Administrative Specialist, Sr	41,475	63,856	0.90	38,508	0.81	45,294	0.81	45,294
30000686	Capital Project Manager II	65,811	88,046	1.00	67,158	0.08	5,709	0.08	5,709
30000687	Capital Project Manager III	68,994	92,726	0.75	69,543	0.00	0	0.00	0
30000493	Community Outreach & Informtn Rep,	59,634	79,518	1.50	103,752	0.00	0	0.00	0
30000380	Planner I, City-Transportation	53,248	61,443	1.00	57,228	0.00	0	0.00	0
30000387	Planner II, City-Transportation	58,552	67,642	1.00	64,356	0.00	0	0.00	0
30000465	Program Manager	62,629	83,637	1.00	82,982	1.00	83,640	1.00	83,640
30000463	Program Specialist	54,080	72,051	2.75	176,413	3.00	198,382	3.00	198,382
30000351	Transportation Demand Mgmt Spec I	50,086	63,898	3.00	158,844	3.00	186,108	3.00	186,108
30000739	Transportation Planning Coordinator	59,634	79,518	1.00	69,576	0.00	0	0.00	0
TOTAL LIMITED TERM POSITIONS				13.90	\$ 888,360	7.89	\$ 519,133	7.89	\$ 519,133

Portland Bureau of Transportation

BUDGET DECISIONS

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

ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY 2010-11	232,191,454	0	232,191,454	733.48	FY 2010-11 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	(325,557)	0	(325,557)	0.00	Permit revenue decrease
	(260,687)	0	(260,687)	0.00	GF Ongoing cuts in Streetlighting; TDM; Downtown
	260,687	0	260,687	0.00	GF cut restorations
	0	18,271	18,271	0.00	Misc. OMF adjustments
	100,000	0	100,000	2.00	Timekeepers
	194,000	0	194,000	2.00	Communications
	90,000	0	90,000	1.00	Transit System Planning
	0	0	0	2.00	Transportation Options [within existing funding]
	3,470,250	0	3,470,250	0.00	City and Regional CIP priorities
	2,960,124	0	2,960,124	0.71	Arterial Street Contract Paving
	1,000,000	0	1,000,000	0.13	Pedestrian & Bike Safety
	199,539	0	199,539	0.16	Safe Routes to School
	260,269	0	260,269	0.00	High Crash Corridors
	347,025	0	347,025	0.00	Pedestrian Safety
	422,090	0	422,090	0.00	Arterials with No Sidewalks
	867,563	0	867,563	0.50	Deficient Bridges/Overpasses
	433,781	0	433,781	0.50	Traffic Signal Rehab
	433,781	0	433,781	0.00	Streetlight Replacement
	10,539,621	18,271	10,557,892	9.00	Total FY 2010-11 Decision Packages
			\$ 242,749,346	742.48	Total Proposed Budget



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Office of the City Attorney

Legislative, Administrative, and Support Service Area

Mayor Sam Adams, Commissioner-in-Charge

Linda Meng, City Attorney

Bureau Summary

BUREAU MISSION

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

BUREAU OVERVIEW

The City Attorney is appointed by the City Council. The City Attorney's office provides legal services and programs for the City of Portland. Attorneys and paralegals work with City Council members and their staff, and all City bureaus, to find legally acceptable ways to achieve public objectives.

The office handles work generated by the City Council, City bureaus, employees, and individuals or organizations that bring claims or actions against the City. This work includes defending the City in court, initiating legal actions when appropriate in the public interest, handling other judicial and quasi-judicial matters, negotiating and reviewing contracts, reviewing policies and programs, providing legal advice and counsel, producing formal opinions, and performing any other legal services needed.

Legal obligations are created by the City Code and Charter, state statutes, regulations, administrative requirements, and federal law. In addition, the Oregon State Bar establishes ethical professional requirements that govern lawyers and the work performed for the City and City officials.

The office works on a wide range of subjects, such as constitutional aspects of municipal legislation, personnel and labor law issues, tort claims, workers' compensation, construction contracts and claims, land use litigation and planning, environmental issues, and code enforcement. The office also works on police and public records issues, fire and safety requirements, telecommunications, utilities and license fees, collection of revenues owed to the City, and franchises and contracts. Consultative work includes advising, advocating, analyzing, reviewing activities and materials, negotiating agreements, drafting documents and legal instruments, and assisting in policy development and program implementation as requested and needed.

Legal services are affected by decisions made by City government, other governments, and private parties. Legal issues usually originate outside of the direct control of the City Attorney's office. The office works with Council members and bureau managers to review the legal issues that may be associated with City projects and to assist in the successful completion of these projects.

Funding Sources and Uses

Interagency agreements with other bureaus and offices for specialized legal work in specific areas represent 53% of the total operating budget of the City Attorney's office. The remainder of the budget is supported by General Fund discretionary revenue (18%) and General Fund overhead recovery revenue (29%). Over 86% of the City Attorney's costs are for personal services. The Proposed Budget includes 57.9 FTE.

STRATEGIC DIRECTION

Summary

The City Attorney's office continues to face increasingly complex legal issues and litigation. The City's legal work is usually not optional and must be performed by City lawyers or more expensive outside counsel. The City Attorney's office continues its efforts to control overall legal costs by minimizing the use of outside counsel and by maximizing the use of paralegal assistants. The office currently is implementing new practice management software that is expected to significantly streamline work and increase efficiency.

Service Improvement Plan

Provide timely responses to inquires

The office initiated a 24-hour goal for initial responses to legal inquiries and continues to maintain that goal. When immediate answers cannot be provided, attorneys and staff will work with the client to agree on the timetable for response. The office is in its second year of the reorganization into practice groups. This has assisted attorneys in giving timely responses by providing additional back-up attorneys through information sharing and cross training. The office implemented its Practice Management system in August 2009 which will simplify information retrieval and help attorneys provide timely responses. Progress will be measured through a customer service survey.

Provide consistent legal advice throughout bureaus and Council offices

The office is in its second year of the reorganization into practice groups. The purpose of the practice groups is to take advantage of the expertise of attorneys in the office and provide opportunities for sharing that knowledge. The groups meet monthly and discuss legal issues and projects generated by the City bureaus providing additional resources and better consistency for bureaus. The use of the Practice Management system is providing a base of information that is accessible to everyone in the office. As the system progresses, information will be more easily and quickly accessible to attorneys and staff, and will facilitate consistent responses to inquiries. Progress will be measured through the customer service survey.

Continue providing training to bureaus and Council offices

The office continues to provide high quality legal advice and trainings to guide bureaus and officials and avoid risk. The plan is to increase trainings in ethics, public records and meetings, employment, construction, tort liability and other areas. The office will continue to increase use of technology and easily accessible media to provide training to bureaus and council offices on matters of general government. The office recently created a link on its website for City employees to access training materials and the site will continue to grow.

SUMMARY OF BUDGET DECISIONS

4% Reduction

The Proposed Budget includes a 4% reduction of the General Fund allocation for the office. The office will achieve an ongoing 3% reduction by reducing funding for materials and services, office supplies and legal publications. An additional one-time 1% reduction will be made in legal education and out-of-town travel costs.

Housing Bureau Legal Work

The Proposed Budget includes an interagency agreement with the Housing Bureau to provide funding for one full time Deputy City Attorney and one half time Legal Assistant. The positions will assume all housing work previously performed by PDC's attorney, who will transfer to the City Attorney's office.

	Actual FY 2007-08	Actual FY 2008-09	Revised FY 2009-10	Requested FY 2010-11	Proposed FY 2010-11
RESOURCES					
External Revenues					
Charges for Services	2,983	3,653	0	0	0
Miscellaneous	994	0	0	0	0
Total External Revenues	3,977	3,653	0	0	0
Internal Revenues					
General Fund Discretionary	1,665,864	1,894,324	1,892,565	1,791,086	1,604,135
General Fund Overhead	1,648,879	1,915,850	2,209,030	2,539,320	2,539,320
Interagency Revenue	4,002,379	4,202,438	4,380,206	4,637,607	4,637,607
Total Internal Revenues	7,317,122	8,012,612	8,481,801	8,968,013	8,781,062
TOTAL RESOURCES	\$ 7,321,099	\$ 8,016,265	\$ 8,481,801	\$ 8,968,013	\$ 8,781,062
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.					
EXPENDITURES					
Bureau Requirements					
Personal Services	6,190,388	6,878,528	7,076,564	7,541,027	7,541,027
External Materials & Services	460,002	400,203	656,270	689,632	508,899
Internal Materials & Services	670,709	737,534	748,967	737,354	731,136
Total Bureau Requirements	7,321,099	8,016,265	8,481,801	8,968,013	8,781,062
Fund Requirements					
TOTAL EXPENDITURES	\$ 7,321,099	\$ 8,016,265	\$ 8,481,801	\$ 8,968,013	\$ 8,781,062
PROGRAMS					
Legal Services			8,481,801	8,968,013	8,781,062
TOTAL PROGRAMS	\$	\$	\$ 8,481,801	\$ 8,968,013	\$ 8,781,062
Note: Historical program information is not available due to the level at which budget figures were converted to the new EBS cost structure.					

Office of the City Attorney

FTE SUMMARY

Class	Title	Salary Range		Revised FY 2009-10		Requested FY 2010-11		Proposed FY 2010-11	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000597	Attorney, Chief Deputy City	101,421	145,205	4.75	655,200	4.75	666,863	4.75	666,863
30000418	Attorney, City	128,294	183,851	1.00	177,986	1.00	182,872	1.00	182,872
30000595	Attorney, Deputy City	85,800	116,293	15.25	1,598,557	16.25	1,744,314	16.25	1,744,314
30000596	Attorney, Sr Deputy City	92,186	128,752	10.80	1,357,032	10.80	1,369,884	10.80	1,369,884
30000440	Business Operations Supervisor	65,811	88,046	1.00	85,908	1.00	88,044	1.00	88,044
30000568	Financial Analyst, Sr	62,629	83,637	1.00	54,084	1.00	56,292	1.00	56,292
30000213	Inf Syst Analyst III-Generalist	62,629	83,637	1.00	83,629	1.00	83,640	1.00	83,640
30000600	Law Office Administrator	74,214	98,862	1.00	98,868	1.00	98,868	1.00	98,868
30000591	Legal Assistant	44,533	68,619	6.00	391,719	6.50	429,684	6.50	429,684
30000829	Legal Assistant Supervisor	56,763	75,670	1.00	75,672	1.00	75,672	1.00	75,672
30000592	Legal Assistant, Sr	54,080	72,051	1.00	64,848	1.00	67,279	1.00	67,279
30000601	Legal Contract Analyst	74,214	98,862	1.00	98,868	1.00	98,868	1.00	98,868
30000012	Office Support Specialist II	31,138	43,430	2.00	77,620	2.00	82,880	2.00	82,880
30000593	Paralegal	54,080	72,051	2.00	124,800	2.00	126,240	2.00	126,240
30000830	Paralegal Supervisor	62,629	83,637	1.00	75,264	1.00	78,348	1.00	78,348
30000594	Paralegal, Sr	59,634	79,518	2.00	158,184	2.00	158,904	2.00	158,904
TOTAL FULL-TIME POSITIONS				51.80	\$ 5,178,239	53.30	\$ 5,408,652	53.30	\$ 5,408,652
30000595	Attorney, Deputy City	85,800	116,293	0.80	90,276	0.80	92,576	0.80	92,576
30000591	Legal Assistant	44,533	68,619	1.60	109,788	1.60	109,788	1.60	109,788
30000593	Paralegal	54,080	72,051	0.80	46,644	0.80	48,393	0.80	48,393
30000594	Paralegal, Sr	59,634	79,518	1.40	111,324	1.40	111,324	1.40	111,324
TOTAL PART-TIME POSITIONS				4.60	\$ 358,032	4.60	\$ 362,081	4.60	\$ 362,081
30000595	Attorney, Deputy City	85,800	116,293	1.00	89,316	0.00	0	0.00	0
TOTAL LIMITED TERM POSITIONS				1.00	\$ 89,316	0.00	\$ 0	0.00	\$ 0

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

ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY 2010-11	8,831,951	0	8,831,951	56.40	FY 2010-11 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	(55,971)	(18,657)	(74,628)	0.00	Mandatory Reductions
	0	210,690	210,690	1.50	Increase Interagency with Housing
	(9,951)	0	(9,951)	0.00	Misc. OMF IA Reductions
	(65,922)	15,033	(50,889)	1.50	Total FY 2010-11 Decision Packages
			\$ 8,781,062	57.90	Total Proposed Budget

Office of the City Auditor

Legislative, Administrative, and Support Service Area

LaVonne Griffin-Valade, City Auditor

Bureau Summary

BUREAU MISSION

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

BUREAU OVERVIEW

The City Auditor is an elected official of the City of Portland who provides accountability for the use of public resources and access to information for all Council members and the public. The Auditor is required by City Charter to be professionally certified and is prohibited from running for any other elected City position while in office. The City Charter assigns the Auditor a variety of responsibilities, including conducting financial and performance audits, supervising City elections, maintaining all official business records of the City, and assessing and collecting liens. City Council has also assigned the Auditor the civilian oversight of the Police Bureau, the impartial hearing of community appeals of City decisions, and the independent investigation of complaints.

STRATEGIC DIRECTION

- Accountability** Portland government has long been a leader in accountability, in part through the efforts of the City Auditor's Office. As the public expects more transparency and responsiveness from government in general, the Auditor's Office must continue to be vigilant in providing the most responsive services to Portland's residents and businesses.
- Email Management** The digital age accelerated written communications in government, but it also brings several challenges: email preservation in compliance with records law, growing demand for email storage on networks, and a need to smoothly transition more paper transactions into electronic format. The City Auditor's Office Efiles/Trim system is operational and ready to be installed on all employee desktops before economic and legal pressures mandate such action.
- Archives Center** The construction of a new Archives and Records Center on the Portland State University campus will address the City's dire need for more records space. The construction was completed in January 2010 and the Archives and Records Center completed the move to the PSU campus on April 30, 2010.

- Lien Accounting System Migration** The City Auditor's Office has completed a needs assessment to determine system requirements for a lien accounting system. The office began working with the Bureau of Technology Services in FY 2008-09, but the project was delayed due to EBS implementation. The project is not scheduled to begin in July 2010.
- Fraud Alert** The Auditor's Fraud Alert is a tip line for reporting suspected fraud and other wrongdoing. Launched in February 2010, City employees and members of the public can report online or by calling a 24/7 phone center.

SUMMARY OF BUDGET DECISIONS

- Realignment Package** The Proposed budget eliminates a 1/2 permanent, part-time Hearings Officer position, which will be replaced with a temporary Hearings Officer position. The temporary position will work fewer hours and assist with excess workload on an as-needed basis. The savings will be used to fund a full-time, permanent Assistant Archivist position for the new Archives Center at Portland State University. This Assistant Archivist position was originally funded in FY 09-10 as a limited term position, and has since been filled. As a result of moving to the downtown location, there is a dramatic increase in the workload for reference and research, making this position essential to the effective management of the program going forward. The Auditor's Office is absorbing the additional cost for this position within its current appropriation.
- 1% Mandatory Reduction package** The Proposed budget reduces \$36,941 from General Fund ongoing discretionary. This reduction package will reduce funds for professional services and operating supplies.
- Remaining 3% Mandatory Reduction package** The Proposed budget reduces \$110,823 from General Fund ongoing discretionary. This reduction package will reduce funds for professional service contracts, training, and miscellaneous goods and services. The Auditor's Office will also make reductions by reclassifying a current Principal Management Auditor position to a Management Auditor position.
- CAFR Add package** The Proposed budget includes \$118,500 to pay additional costs to the City's external financial audit firm, hired to complete the statutorily required annual financial audit of Citywide programs. The package will be funded through interagency agreements with bureaus who received American Recovery and Reinvestment Act (ARRA) grant funds and by the Enterprise Business Solutions fund. These costs reflect a scope increase that is the result of problems encountered during the implementation of SAP and new federal requirements as a result of the City's acceptance of ARRA grants. The audit will include a general review of the SAP payroll system and additional testing, review, and reports relating to the receipt of ARRA grant funds.

	Actual FY 2007-08	Actual FY 2008-09	Revised FY 2009-10	Requested FY 2010-11	Proposed FY 2010-11
RESOURCES					
External Revenues					
Charges for Services	188,293	343,031	75,900	335,388	335,388
Intergovernmental	195,231	46,755	219,456	0	0
Miscellaneous	12,216	12,485	15,000	10,000	10,000
Total External Revenues	395,740	402,271	310,356	345,388	345,388
Internal Revenues					
General Fund Discretionary	2,847,724	3,554,159	4,149,662	4,353,960	4,022,552
General Fund Overhead	2,276,187	3,043,180	3,303,301	3,609,767	3,609,767
Fund Transfers - Revenue	612	0	0	0	0
Interagency Revenue	866,322	800,200	1,038,927	941,528	1,060,028
Total Internal Revenues	5,990,845	7,397,539	8,491,890	8,905,255	8,692,347
TOTAL RESOURCES	\$ 6,386,585	\$ 7,799,810	\$ 8,802,246	\$ 9,250,643	\$ 9,037,735

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.

EXPENDITURES					
Bureau Requirements					
Personal Services	4,190,666	4,445,086	4,592,637	4,835,784	4,759,740
External Materials & Services	883,592	1,298,875	1,888,017	1,921,182	1,847,602
Internal Materials & Services	1,312,327	2,055,849	2,321,592	2,493,677	2,430,393
Total Bureau Requirements	6,386,585	7,799,810	8,802,246	9,250,643	9,037,735
Fund Requirements					
TOTAL EXPENDITURES	\$ 6,386,585	\$ 7,799,810	\$ 8,802,246	\$ 9,250,643	\$ 9,037,735

PROGRAMS					
Administration & Support			724,080	714,163	698,749
Assessments, Finance & Foreclosure			807,785	808,750	808,750
Audit Services			2,304,637	2,227,467	2,220,017
City Recorder			2,958,139	3,371,731	3,231,687
Hearings Officers			602,702	584,368	584,368
Independent Police Review			1,106,196	1,235,870	1,185,870
Ombudsman Office			298,707	308,294	308,294
TOTAL PROGRAMS	\$	\$	\$ 8,802,246	\$ 9,250,643	\$ 9,037,735

Note: Historical program information is not available due to the level at which budget figures were converted to the new EBS cost structure.

Office of the City Auditor

FTE SUMMARY

Class	Title	Salary Range		Revised FY 2009-10		Requested FY 2010-11		Proposed FY 2010-11			
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount		
30000434	Administrative Assistant	44,533	68,619	1.00	64,860	1.00	67,512	1.00	67,512		
30000433	Administrative Specialist, Sr	41,475	63,856	1.00	58,056	1.00	60,432	1.00	60,432		
30000545	Archivist & Records Center	62,629	83,637	1.00	83,628	1.00	83,637	1.00	83,637		
30000544	Archivist, Assistant	54,080	72,051	1.00	72,048	2.00	126,132	2.00	126,132		
30000551	Audit Services, Director of	85,800	116,293	1.00	116,292	1.00	116,292	1.00	116,292		
30000558	Auditor, Chief Deputy City	79,830	106,288	1.00	106,284	1.00	106,284	1.00	106,284		
30000003	Auditor, City	102,294	102,294	1.00	102,300	1.00	102,300	1.00	102,300		
30000448	Business Systems Analyst	56,763	75,670	1.00	65,352	1.00	68,028	1.00	68,028		
30000546	Clerk to City Council	54,080	72,051	1.00	72,048	1.00	72,048	1.00	72,048		
30000491	Community Outreach & Informtn	44,533	68,619	1.00	68,616	1.00	68,616	1.00	68,616		
30000492	Community Outreach & Informtn Rep	54,080	72,051	1.00	63,944	1.00	66,560	1.00	66,560		
30000553	Complaint Investigator	56,763	75,670	3.50	258,083	3.50	261,716	3.50	261,716		
30000547	Council Support & Contracts	62,629	83,637	1.00	83,628	1.00	83,635	1.00	83,635		
30000568	Financial Analyst, Sr	62,629	83,637	1.00	83,629	1.00	83,640	1.00	83,640		
30000552	Foreclosure Program Manager	62,629	83,637	1.00	83,628	1.00	83,640	1.00	83,640		
30000028	Hearings Clerk	43,118	55,058	2.00	106,584	2.00	108,936	2.00	108,936		
30000598	Hearings Officer	85,800	116,293	1.00	116,292	1.00	116,292	1.00	116,292		
30000556	IPR Program Manager	85,800	116,293	1.00	104,846	1.00	109,138	1.00	109,138		
30000451	Management Analyst	56,763	75,670	2.00	142,332	2.00	145,068	2.00	145,068		
30000452	Management Analyst, Sr	62,629	83,637	1.00	80,886	1.00	83,076	1.00	83,076		
30000450	Management Assistant	44,533	68,619	2.00	117,540	2.00	119,544	2.00	119,544		
30000548	Management Auditor	56,763	75,670	3.00	208,146	4.00	270,338	4.00	270,338		
30000550	Management Auditor, Principal	68,994	92,726	3.00	249,348	2.00	182,441	2.00	182,441		
30000549	Management Auditor, Sr	62,629	83,637	3.00	214,860	3.00	220,519	3.00	220,519		
30000012	Office Support Specialist II	31,138	43,430	3.00	117,484	3.00	122,184	3.00	122,184		
30000013	Office Support Specialist III	39,832	51,272	2.00	102,552	2.00	102,552	2.00	102,552		
30000554	Ombudsman, City	74,214	98,862	1.00	98,868	1.00	98,868	1.00	98,868		
30000542	Records Center Assistant	36,046	55,494	2.00	97,884	2.00	100,742	2.00	100,742		
30000543	Records Management Specialist	56,763	75,670	1.00	75,672	1.00	75,672	1.00	75,672		
TOTAL FULL-TIME POSITIONS						44.50	\$ 3,215,690	45.50	\$ 3,305,842	45.50	\$ 3,305,842
30000598	Hearings Officer	85,800	116,293	0.50	58,152	0.00	0	0.00	0		
30000555	IPR Program Manager, Assistant	68,994	92,726	0.50	45,234	0.50	46,254	0.50	46,254		
30000548	Management Auditor	56,763	75,670	0.50	27,504	0.50	28,444	0.50	28,444		
30000549	Management Auditor, Sr	62,629	83,637	0.50	30,168	0.50	31,301	0.50	31,301		
TOTAL PART-TIME POSITIONS						2.00	\$ 161,058	1.50	\$ 105,999	1.50	\$ 105,999
30000544	Archivist, Assistant	54,080	72,051	1.00	54,084	0.00	0	0.00	0		
30000555	IPR Program Manager, Assistant	68,994	92,726	1.00	80,868	1.00	83,352	1.00	83,352		
TOTAL LIMITED TERM POSITIONS						2.00	\$ 134,952	1.00	\$ 83,352	1.00	\$ 83,352

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

ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY 2010-11	9,037,005	0	9,037,005	47.50	FY 2010-11 Current Appropriation Level
CAL Adjustments					
	0	45,408	45,408	0.00	Independent Police Review
Mayor's Proposed Budget Decisions					
	0	0	0	0.50	Realignment - add archivist, cut hearings officer
	0	118,500	118,500	0.00	IA funding for CAFR add
	(147,764)	0	(147,764)	0.00	4% cut - reclass and materials and services
	(15,414)	0	(15,414)	0.00	OMF interagency savings
	(163,178)	163,908	730	0.50	Total FY 2010-11 Decision Packages
			\$ 9,037,735	48.00	Total Proposed Budget

Office of Government Relations

Legislative, Administrative, and Support Service Area

Mayor Sam Adams, Commissioner-in-Charge

Martha Pellegrino, Interim Director

Bureau Summary

BUREAU MISSION

The mission of the Office of Government Relations is to help the City of Portland achieve its legislative policy goals and initiatives through advice to City Council and bureaus; and through effective advocacy in the federal, state and regional governments, and with other partners across the state.

BUREAU OVERVIEW

The Office of Government Relations provides government representation for all City bureaus, the Portland Development Commission, the Mayor and City Commissioners, and the City Auditor. The office advances City policy goals and initiatives through effective relationships with federal, state, and regional governments, and a broad range of non-governmental interests. The office has permanent staff in City Hall and temporary staff in Salem during legislative sessions.

STRATEGIC DIRECTION

Background

In recent years, the office has elevated its focus by increasing federal advocacy, intergovernmental outreach, and Citywide communication and advice while maintaining efforts on state advocacy. This additional focus and comprehensive approach to government relations was needed to successfully address increased state and federal legislative policy goals and initiatives.

Bureau Strategic Plan

The bureau's strategic plan objective is to successfully advocate for the City's state and federal legislative agendas. This is done through the following four approaches:

- ◆ Intergovernmental Outreach: The Office of Government Relations develops relationships with governments, officials, lobbyists, issue groups, and non-governmental organizations statewide. This effort enhances the City's ability to advocate for, and achieve, its policy goals and initiatives, at all levels of government.
- ◆ State Government Advocacy: This component focuses on advancing and achieving City policies and initiatives through the Oregon Legislature and Executive Branch.

- ◆ Federal Government Advocacy: This effort is focused on achieving City policies and initiatives through the United States Congress and the federal government's Executive Branch.
- ◆ Communication and Advice: The Office of Government Relations provides City bureaus and Council offices with strategic advice on City policy goals and initiatives and how to achieve those goals through government advocacy.

Five-year Horizon

Over the course of the next five years there will be at least three legislative sessions. It should be noted that the Legislature is also seriously considering going to annual sessions. Furthermore, there will be five Congressional sessions. The increased level of activity at the federal and intergovernmental level, the level of activity during the interim period, and the likely trend of annual sessions means that the office will need to add a State lobbyist.

Here are the Bureau's future planning initiatives:

2011 - State Legislative Session:

The office began developing the State Legislative Agenda for the 2011 State Legislative Session in September 2009. The Office would like to use the interim period to develop and implement long term legislative priorities. In January of 2011, staff will work from the City's Salem office for the Legislative Session.

Fiscal Years 2010-2014 Federal Agenda and Advocacy:

Government Relations will develop Federal Agendas for the next four years. The agenda will include appropriations for each federal fiscal year, policy issues for the 111th and 112th Congresses, and the SAFETEA-LU Reauthorization (surface transportation reauthorization bill). This program includes lobbying activity by our Federal Representative and the Director of Government Relations, City Council, and City Bureau staff in Washington, D.C. and in Oregon.

Service Improvement Plans:

Coverage of state legislative issues: The ambitious agenda that the City Council and bureaus seek at the state level have swamped the lobby staff so that coverage of many important issues are not adequately addressed during the legislative session or adequately prepared for during the interim. The Office of Government Relations will seek funding for an additional lobbyist in advance of the 2011 session, and in the absence of funding will narrow the scope of the legislative agenda.

Bill Tracking and Response: The growing number of state bills in combination with an antiquated bill tracking system has made present bill tracking inefficient and error prone. In the next fiscal year, the office will update its technology.

Agenda Development: The agenda development for the state legislative session occurs too late in the cycle to adequately prepare for the upcoming legislative session. Additionally, community involvement in the agenda building process occurs too late in the process. The office will accelerate public outreach and issue identification.

SUMMARY OF BUDGET DECISIONS

3% Reduction Package

This decision package reduces General Fund discretionary funding for Out-of-Town Travel and Miscellaneous expenses by \$15,158. Government Relations, the Mayor's Office, and Council use these funds for City related business that is pertinent to the mission of Government Relations. This reduction will minimally impact outreach efforts and expenses including costs associated with publications, conferences, travel, and miscellaneous expenses. Reductions in out-of-town travel directly affect the office's federal representation effort.

1% One-Time Only Reduction Package

This decision package further reduces out-of-town travel and miscellaneous services allocations by \$5,053. The largest reduction comes from out-of-town travel expenses. This decision package will reduce the level of outreach that is necessary for advocacy efforts, and directly affects the federal representation effort.

Office of Government Relations

SUMMARY OF BUREAU BUDGET

	Actual FY 2007-08	Actual FY 2008-09	Revised FY 2009-10	Requested FY 2010-11	Proposed FY 2010-11
RESOURCES					
External Revenues					
Internal Revenues					
General Fund Discretionary	582,926	520,544	487,001	485,051	483,718
General Fund Overhead	421,307	618,778	652,488	646,975	646,975
Interagency Revenue	61,796	68,351	71,415	72,271	72,271
Total Internal Revenues	1,066,029	1,207,673	1,210,904	1,204,297	1,202,964
TOTAL RESOURCES	\$ 1,066,029	\$ 1,207,673	\$ 1,210,904	\$ 1,204,297	\$ 1,202,964
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.					
EXPENDITURES					
Bureau Requirements					
Personal Services	632,516	765,118	727,350	760,892	760,892
External Materials & Services	304,575	290,709	359,459	289,460	289,397
Internal Materials & Services	128,938	151,846	124,095	153,945	152,675
Total Bureau Requirements	1,066,029	1,207,673	1,210,904	1,204,297	1,202,964
Fund Requirements					
TOTAL EXPENDITURES	\$ 1,066,029	\$ 1,207,673	\$ 1,210,904	\$ 1,204,297	\$ 1,202,964
PROGRAMS					
Government Relations			1,210,904	1,204,297	1,202,964
TOTAL PROGRAMS	\$	\$	\$ 1,210,904	\$ 1,204,297	\$ 1,202,964
Note: Historical program information is not available due to the level at which budget figures were converted to the new EBS cost structure.					

Office of Government Relations

FTE SUMMARY

Class	Title	Salary Range		Revised FY 2009-10		Requested FY 2010-11		Proposed FY 2010-11	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000434	Administrative Assistant	44,533	68,619	1.00	57,012	1.00	58,962	1.00	58,962
30000004	Commissioner's Admin Support	36,046	55,494	1.00	52,044	1.00	52,044	1.00	52,044
30000005	Commissioner's Staff Rep	45,781	83,658	1.00	45,780	1.00	45,780	1.00	45,780
30000414	Government Relations Director	101,421	145,205	1.00	145,200	1.00	145,200	1.00	145,200
30000498	Government Relations Lobbyist	74,214	98,862	3.00	266,482	3.00	275,186	3.00	275,186
TOTAL FULL-TIME POSITIONS				7.00	\$ 566,518	7.00	\$ 577,172	7.00	\$ 577,172

Office of Government Relations

BUDGET DECISIONS

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

ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY 2010-11	1,224,508	0	1,224,508	7.00	FY 2010-11 Current Appropriation Level
CAL Adjustments	0	0	0	0.00	None
Mayor's Proposed Budget Decisions	(15,158)	(5,053)	(20,211)	0.00	4% cut - travel and misc services
	(1,333)	0	(1,333)	0.00	OMF interagency savings
	(16,491)	(5,053)	(21,544)	0.00	Total FY 2010-11 Decision Packages
			\$ 1,202,964	7.00	Total Proposed Budget

Office of Human Relations

Legislative, Administrative, and Support Service Area

Amanda Fritz, Commissioner-in-Charge

Maria Lisa Johnson, Director

Bureau Summary

BUREAU MISSION

The Office of Human Relations (OHR) and the Human Rights Commission (HRC) work to eliminate discrimination and bigotry, strengthen intergroup relationships, and foster greater understanding, inclusion, and justice for those who live, work, study, worship, travel, and play in the City of Portland. In doing so, the Human Rights Commission is guided by the principles embodied in the United Nations Universal Declaration of Human Rights.

BUREAU OVERVIEW

The Office of Human Relations provides leadership on civil and human rights issues through coordination of advocacy, education, research, and intervention services. OHR staff and programs support the Human Rights Commission in a shared mission to address structural inequities and discriminatory practices in Portland, promote inclusion, and further greater understanding among communities. OHR is also responsible for implementing the recommendations of the Immigrant and Refugee Task Force through the New Portlander Program.

STRATEGIC DIRECTION

Strategic Direction: City Code 23.01.010

The City of Portland is committed to improving the lives of all its residents and strives to eliminate discrimination based on race, religion, color, sex, marital status, national origin, age, mental or physical disability, sexual orientation, gender identity or income levels because such discrimination poses a threat to the health, safety, and general welfare of the residents of Portland and the foundation of our community. Although it is the responsibility of all City bureaus to implement policies and practices are free from discrimination; the Office of Human Relations (OHR) and Human Rights Commission (HRC) are specifically dedicated to ensuring that the intent and spirit of the City Code is honored.

OHR and HRC partner to address incidents and patterns of individual and institutional discrimination and bigotry. The Office and the Commission provide education, conduct research, work to improve inter-group and interpersonal relations, and intervene when appropriate.

Strategic Goals and Service Improvements for FY 2010-11

As a new organization, OHR continues to build capacity to effectively carry out our mission. Areas targeted for improvement in FY 2010-11 are as follows:

Increase the visibility and credibility of the HRC by holding institutions accountable for safeguarding the human rights of all people

The HRC will work to gain visibility and a leadership position promoting human rights issues. Protocols will be established in responding to human rights abuses and incidents of community tension. OHR will promote the independence of the HRC.

Strengthen partnerships among human rights organizations to effectively promote and protect human rights.

OHR has limited capacity and resources to address the many human and civil rights issues affecting Portland. OHR will develop partnerships with state and community civil rights organizations. OHR staff will expand its referral resources to effectively triage human rights abuse cases as well as work with partners to identify opportunities for collaboration and shared resources.

Reduce Racial Tension

OHR's inter-group dialogue project is a principal strategy in reducing racial tension in Portland. A group of trained volunteers will lead four dialogues in 2010. Goals for FY 2010-11 include measuring the how well OHR supports the dialogue project as well as evaluating the project's success.

Several organizations in Portland provide education and discussion forums on racism and oppression; OHR will support these efforts as well as take the lead in addressing historic tensions between communities.

Deepen collaboration with City bureaus to further equity and access for underrepresented groups.

Beginning in 2009 OHR initiated discussions with several bureaus (Fire, Water, Planning and Sustainability, Transportation, Purchasing, Office of Neighborhood Involvement, and Police) to identify opportunities for civil engagement, apprenticeships, jobs, and contracts for under-represented communities, specifically newcomer communities. OHR's goal for FY 2010-11 is to develop measurable goals for inter-bureau partnerships to make City services more accessible. Commissioner Fritz and Mayor Adams have specifically requested a report regarding the City's progress in implementing recommendations of the State of Black Portland; OHR will create a work plan to assist with this effort.

SUMMARY OF BUDGET DECISIONS

Human Relations Current Appropriation Level for FY 2010-11 is \$614,269.

The Mayor's Proposed Budget includes 4% mandatory reductions to OHR's budget which totalled \$24,570. The reductions are 1% of one-time reduction to General Fund ongoing resources of \$6,143 and a 3% ongoing reduction to General Fund ongoing resources of \$18,427.

4% Reduction Package

The \$6,143 reduction eliminates expenditures in education and out of town travel. The reduction impacts staff training and out of town educational and networking opportunities. Specifically this package reduces the education budget by \$1,143 and eliminates \$5,000 of out of town travel funding. The 3% ongoing reduction includes reduces professional services budget by \$18,427. These funds would have been used for communications and research needs.

Fleet IA Decision Package

The Proposed Budget establishes a \$5,000 CityFleet IA with OHR, funding with existing resources within Human Relations budget.

Office of Human Relations

SUMMARY OF BUREAU BUDGET

	Actual FY 2007-08	Actual FY 2008-09	Revised FY 2009-10	Requested FY 2010-11	Proposed FY 2010-11
RESOURCES					
External Revenues					
Internal Revenues					
General Fund Discretionary	0	414,715	711,438	589,699	589,509
Total Internal Revenues	0	414,715	711,438	589,699	589,509
TOTAL RESOURCES	\$ 0	\$ 414,715	\$ 711,438	\$ 589,699	\$ 589,509

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.

EXPENDITURES					
Bureau Requirements					
Personal Services	0	322,179	408,516	402,754	402,754
External Materials & Services	0	51,517	268,171	144,262	143,298
Internal Materials & Services	0	41,019	34,751	42,683	43,457
Total Bureau Requirements	0	414,715	711,438	589,699	589,509
Fund Requirements					
TOTAL EXPENDITURES	\$ 0	\$ 414,715	\$ 711,438	\$ 589,699	\$ 589,509

PROGRAMS					
Human Relations			711,438	589,699	589,509
TOTAL PROGRAMS	\$	\$	\$ 711,438	\$ 589,699	\$ 589,509

Note: Historical program information is not available due to the level at which budget figures were converted to the new EBS cost structure.

Office of Human Relations

FTE SUMMARY

Class	Title	Salary Range		Revised FY 2009-10		Requested FY 2010-11		Proposed FY 2010-11	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000434	Administrative Assistant	44,533	68,619	1.00	53,460	1.00	59,480	1.00	59,480
30000493	Community Outreach & Informtn Rep,	59,634	79,518	1.00	63,720	1.00	69,846	1.00	69,846
30000929	Human Relations Director	92,186	128,752	1.00	103,144	1.00	111,216	1.00	111,216
TOTAL FULL-TIME POSITIONS					3.00 \$ 220,324		3.00 \$ 240,542		3.00 \$ 240,542
30000464	Program Coordinator	59,634	79,518	1.00	63,744	1.00	71,300	1.00	71,300
TOTAL LIMITED TERM POSITIONS					1.00 \$ 63,744		1.00 \$ 71,300		1.00 \$ 71,300

Office of Human Relations

BUDGET DECISIONS

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

ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY 2010-11	614,269	0	614,269	4.00	FY 2010-11 Current Appropriation Level
CAL Adjustments	0	0	0	0.00	None
Mayor's Proposed Budget Decisions	(190)	0	(190)	0.00	OMF IA Cost Savings Reductions
	(18,427)	(6,143)	(24,570)	0.00	4% Reductions
	(18,617)	(6,143)	(24,760)	0.00	Total FY 2010-11 Decision Packages
			\$ 589,509	4.00	Total Proposed Budget

Office of Management and Finance

Legislative, Administrative, and Support Service Area

Mayor Sam Adams, Commissioner-in-Charge

Kenneth L. Rust, Chief Administrative Officer

Bureau Summary

BUREAU MISSION

Leadership, Management, Stewardship: Supporting the administrative and operational needs of the City to enhance quality service delivery to the public.

BUREAU OVERVIEW

Services to City

Management and Finance provides core central services necessary for the operation of Portland's City government.

The Office of Management and Finance (OMF) is overseen by the City's Chief Administrative Officer (CAO) and provides core central services necessary for the operation of the City of Portland government. OMF also provides services to other government agencies such as the 800 MHz Public Safety Radio System, Integrated Regional Network Enterprise (IRNE), Portland Police Database System (PPDS), Multnomah County Income Tax collection, and Printing and Distribution. OMF consists of the Business Operations division, the Citywide Projects section, the Enterprise Business Solution (EBS) Services division, and the bureaus of Financial Services, Human Resources, Internal Business Services, Revenue, and Technology Services, all described below.

Chief Administrative Office

In addition to Citywide responsibilities, the Chief Administrative Officer is charged with managing OMF so that cost effective administrative and support services as well as excellent customer service are delivered to City bureaus, the Council, and the community. The CAO is also responsible for providing the Mayor and Council with accurate and timely information and analysis on a wide array of issues and for implementing Council directives in all OMF service areas.

Total Budget: \$350,197

Total FTE: 2

OMF Business Operations

OMF Business Operations is responsible for a wide array of financial, policy, and strategic support functions for OMF. The division performs financial analysis and management of all OMF funds as well as the coordinating and administrating OMF-wide initiatives and projects. These include customer service, diversity and sustainability initiatives, and Council-directed projects. Business Operations is also responsible for internal, external and online communications, policy development, and strategic planning.

Total Budget: \$4,330,917

Total FTE: 27

Citywide Projects

The PSSRP is working to ensure enhanced regional interoperability and replace aging technology for public safety systems.

The CAO manages and assumes responsibility for Citywide projects assigned to OMF by the City Council. Such large scale, capital-intensive projects are budgeted under the Citywide Projects program. Within Citywide projects is the Public Safety System Revitalization Project (PSSRP) which is addressing aging public safety technology systems that support critical needs such as dispatch, criminal justice, fire and rescue operations, and radio communications. The PSSRP will ensure enhanced regional interoperability and replace aging technology. The CAO serves in an advisory role for this project. The Chief Technology Officer joins the Fire Chief, Emergency Management Director, Emergency Communications Director, and Chief of Police to form the voting members of the PSSRP Executive Steering Committee. Funding forecasts for the PSSRP are included in the OMF capital improvement; five-year plans detail overall estimates of project costs as well as approved and proposed funding sources.

Total Budget: \$7,303,996

Total FTE: 10

EBS Services

This program houses ongoing operations related to Enterprise Business Solution (EBS) services. This program is providing stabilization support following go-live and through the 'critical care' period. Following stabilization, it will become the ongoing functional, training, customer service, and development support for the integrated EBS/SAP system. The program manager reports to the CAO who serves as the Chair of the EBS Executive Steering Committee. A new internal services fund, EBS Services, was created to consolidate all EBS functions.

Total Budget: \$7,713,178

Total FTE: 20

Bureau of Financial Services

The Chief Financial Officer (CFO) manages the Bureau of Financial Services (BFS). BFS provides financial management services to the City in many areas such as financial reporting and planning, treasury, debt issuance, accounting, payroll, budget process management and publication, and grants management.

Total Budget: \$8,086,701

Total FTE: 60

Bureau of Human Resources

The Bureau of Human Resources (BHR) is responsible for management of the City's human resources systems including the development, refinement, and oversight of the City's human resources administrative rules and procedures. BHR is also responsible for assisting City bureaus to recruit, develop and retain a competent and high-quality workforce that is representative of the community. The bureau also manages employee benefits, classification and compensation, labor relations, and workforce training.

Total Budget: \$51,229,427

Total FTE: 68

Bureau of Internal Business Services

The divisions of Facilities Services, CityFleet, Printing and Distribution, Procurement Services, and Risk Management are housed within Internal Business Services. These five divisions provide a range of core internal business services to City bureaus and other jurisdictions. Each division is discussed in detail in its respective program budget section.

Total Budget: \$98,568,850

Total FTE: 198

Revenue Bureau

The Revenue Bureau is responsible for consolidated revenue collection efforts. The Bureau's Regulatory program issues permits and enforces regulations for second-hand dealers, pay and park lots, social games, amusement devices, taxicabs, other private-for-hire ground transportation, towing, personal property impounds, payday lenders, and special events.

Through its Taxes and Revenue Collections program, the Revenue Bureau collects several additional types of revenue including business license, transient lodging tax, and business property management revenues.

Total Budget: \$17,324,982

Total FTE: 64

Bureau of Technology Services

The Bureau of Technology Services (BTS), managed by the Chief Technology Officer (CTO), provides strategic planning and management of the City's communications related and information technology equipment and systems. BTS provides expert and cost effective communications and information technology services to the City and regional partners, promoting interoperability and collaboration through programs such as the 800 MHz Public Safety Radio System and Integrated Regional Network Engineering (IRNE).

Total Budget: \$44,261,273

Total FTE: 217

Summary of OMF Resources

OMF is funded through a combination of resources. Over 54% of OMF revenues come from interagency charges to other City bureaus. Interagency revenue primarily includes charges for Technology Services, EBS Services, CityFleet, Facilities, Printing and Distribution, and Risk Management. In FY 2010-11, only 15% of OMF's budget will be funded through General Fund discretionary resources, mainly to fund portions of Financial Services, Human Resources, Business Operations, Procurement Services, and Revenue. Other resources to OMF include general obligation (GO) bond proceeds for the Fire & Rescue GO Bond Construction Fund, user fees for the Spectator Facilities Fund, and payroll charges for the health insurance fund. Financial Services also receives some interagency revenues for Debt Management and Treasury recovers its costs through a reduction in interest earnings distributed to bureaus and from fees paid in support of the deferred compensation program. Treasury also earns fee revenue from processing passport applications. Most OMF internal service funds also have numerous outside agency customers.

STRATEGIC DIRECTION

Significant Issues

OMF's strategic directions include:

- ◆ Strengthen our organization's leadership and stewardship of the City's human, technological, financial and capital resources
- ◆ Recruit and continue to develop an expert workforce, and develop a workplace based on basic values of accountability, stewardship, inclusion, and service
- ◆ Enhance the management skill sets necessary to lead the organization
- ◆ Maximize the cost effective use of technology in all aspects of our work
- ◆ Strengthen our collaborative business partnerships with customers, users, and stakeholders

By addressing these strategic directions, OMF has provided key internal support to Council's goals and focus areas. In FY 2010-11, OMF initiatives and business practices will continue to support efforts of the Council and assist with the Council's chosen initiatives, particularly in the areas of public safety and emergency preparedness, maximizing the return on investment of the EBS system, infrastructure management, sustainability, e-government, and economic development.

Citywide and Major Initiatives

Customer Service and Collaborative Partnerships

Customer service and collaborative partnerships are key goals of OMF's Strategic Plan and the organization has taken several proactive steps to meet these goals.

Customer Service Improvement

An OMF-wide continuous customer service initiative continues to deliver results including focused customer service training and surveys, rapid process improvements, and several service area specific advances.

Emergency Preparedness and Continuity of Operations Planning

As the provider of internal services that the rest of the City relies on, it is vital that OMF maintain a Continuity of Operations Plan (COOP). OMF was the first City bureau to complete its COOP. OMF continues to provide leadership to the City's Disaster Policy Council and Emergency Management Committees, and to update its COOP as needed. BTS provided technology support in the implementation of WebEOC, a regional crisis information management system used to track activities during times of major disasters and emergency events. OMF works collaboratively with the Portland Office of Emergency Management to provide training and appropriate staffing at Emergency Coordination Centers as needed.

American Recovery and Reinvestment Act

The City has received millions in grant awards through the federal American Recovery and Reinvestment Act (ARRA). The Act requires an unprecedented level of accountability and transparency related to these awards. OMF has actively participated on the City's ARRA Management Team, providing general oversight and grants management, communications services and website development and maintenance, and technology assistance in building a temporary tool that meets the stringent reporting requirements to the federal government. EBS Services will implement a module this coming year that will provide better tracking and reporting options for ARRA as well as for other city needs. Additionally, Procurement Services has worked this past year to streamline its contracting processes to be able to fast track ARRA projects as well as local improvement projects.

- Internal and External Communications Innovations* In FY 2009-10 OMF merged all communications activities into one team to focus on improving and enhancing internal and external communications. This increased OMF's capacity to provide consistent customer service within OMF as well as the opportunity to coordinate and collaborate effectively Citywide. Additionally, OMF has expanded services for ADA Title II (public meetings) and Title VI (federally funded or supported programs and projects) to ensure all external stakeholders have access to City business activities. OMF is also collaborating with the Public Involvement Advisory Committee to improve its outreach on the City budget, adding partnership events and performing intensive evaluation of current outreach methods.
- Facilities Partnerships* Completing Fire General Obligation Bond projects is a partnership between Facilities Services and the Fire Bureau that includes ongoing community engagement. An oversight committee comprised predominantly of citizens provides direction and advice on the program. Station advisory committees formed for each individual station include individuals from the surrounding neighborhood(s). Many of the stations include innovative design and sustainable components as well as artwork. Most stations also include a community meeting room for uses such as neighborhood association meetings. FY 2011-12 is projected to be the final year for completing these upgrades.
- Collaborative Interagency Reviews* At the start of each budget process OMF Business Operations works with its bureaus and divisions and their customers to identify ways to clarify and simplify rates and charges.

Leadership and Stewardship of Resources

- Public Safety Systems Revitalization Project (PSSRP)* The technology systems that support the reliable operation of critical police and fire emergency communications, police data systems and police, fire and emergency medical service dispatch are outdated. Each system is reaching an end date within the next four years, after which the systems will no longer be supportable. These systems are critical to meeting the public safety needs of the community. The goal of this project is to replace these dispatch, law enforcement, emergency response and operational systems, and radio communications systems in a systematic, coordinated manner that supports regional interoperability. Accomplishment of this project addresses many issues related to the current City Council initiative on Public Safety and Emergency Preparedness.

Rebuilding the City's Infrastructure

- Public Safety Capital Projects* In addition to the Public Safety Systems Revitalization Project noted above, OMF is undertaking several additional public safety capital projects with City bureaus. The OMF Capital Improvement segment of this budget document goes into more detail and includes an itemized list.
- Technology Investments* Ensuring ongoing replacement funding for technology equipment remains a key goal. For FY 2010-11, funding for regular replacement of desktop and laptop computers will be included as a component of rates. In addition, many new technology investments are being implemented to maximize the cost effective use of new technologies. These include: an electronic citation system and 360 degree video system for Police, a rebranding and refresh of the City's web site, implementation of web-based collaboration tools, enhancements to SAP - the City's enterprise financial and human resources system - and the PSSRP.
- CityFleet Replacement and Diagnostics Efficiencies* CityFleet has streamlined the purchasing approval for replacement vehicles and equipment. The improved process includes working closely with customer bureaus to identify procurement projects, determine appropriate vehicle and equipment design, and including the planned projects in the budget process. Procurement planning begins a year in advance so that purchasing can begin in July. The goal is to complete all purchases within the fiscal

year, without multiple requests for Council approval. New technology is allowing automatic computation of fuel usage, fuel accountability, and other diagnostics. Fuel transactions are authorized without keys, cards, PINs, or human intervention. This reduces time at the fueling station, increasing efficiency and productivity. The new system also provides technicians with onboard computer system data from vehicles to streamline diagnostics.

Workforce and Contracting Development and Diversity

Succession Planning

Like most City bureaus and offices, OMF has begun to experience a retirement wave that requires focused attention to ensure a continuously high quality workforce. The organization is continuing to implement a succession plan that includes participation in job fairs, a job shadow day, maintenance of compelling recruiting materials, and continuous analysis to determine priorities for recruitment outreach. In addition, a recent reorganization that added a Bureau of Internal Business Services supported succession efforts. The Bureau of Human Resources developed materials for all City bureaus to conduct their succession planning efforts and continues to support succession planning through improvements to the City's recruitment, selection, and hiring processes.

Supplier Diversity and Fair Contracting

The Procurement Services division oversees the City's Fair Contracting and Employment Strategy efforts. These include the Good Faith Effort, Sheltered Market, Workforce Training and Hiring, and Project Manager and Inspector Training programs. The City's Fair Contracting programs ensure the equitable participation of Minority, Women, and Emerging Small Businesses (M/W/ESB) in City contracting and link City goals and needs to the procurement process. Procurement Services continues to work on a supplier diversity program to increase contracts being awarded to M/W/ESB firms by fostering strategic alliances between larger prime contractors and smaller certified suppliers. In response to Council direction, Procurement Services developed a partnership agreement with the Minority Chambers of Commerce in FY 2009-10 to ensure participation of minority community members on selection panels for contracting; efforts of this program will be fully implemented in FY 2010-11. An updated disparity study will be completed by October 2010 to further enhance contracting diversity efforts.

Sustainable Procurement

Sustainable procurement is a challenging public procurement approach that aims to balance environmental issues with the interrelated issues of economics and social equity that began with the City's Sustainable Procurement Strategy of 2002. The City's Sustainable Procurement Policy was adopted by City Council in July 2008 and is being implemented by Procurement Services.

eCommerce and E-Government

eCommerce Services

The City's eCommerce system supports approximately six million electronic payment transactions and over \$50 million per year in revenue collection for the City. Existing eCommerce services include Smart Meter transactions, water and sewer bill payment, online and fax-in trade permits, online business licenses, and Water bulk sales and equipment rental payments. Each year, the City's eCommerce service offerings continue to expand.

E-Government Services

Based on extensive surveys of online users of PortlandOnline and expanded partnerships with bureaus and external stakeholders, improvements to OMF's E-Government offerings are underway. Activities have focused on enhancing PortlandMaps and implementing several planned development projects in collaboration with City bureaus to enhance the features and capabilities of the City's PortlandOnline system. A complete refresh of the City's web site and content management system is underway; implementation will continue through FY 2010-11.

SUMMARY OF BUDGET DECISIONS

Budget Approach OMF values the inclusion of its customers, employees, and other stakeholders in the development of our budget and business practices - reflected in the OMF Five-Year Strategic Plan and a variety of initiatives each fiscal year. The following committees include City bureau staff, labor, citizens, and other external stakeholders who advise OMF on budget, operational, and customer service issues:

- ◆ OMF Advisory Committee - advises the Chief Administrative Officer and operates as the Bureau Budget Advisory Committee
- ◆ OMF Labor Management Committee
- ◆ Accounting Advisory Committee- advises the City Controller & Chief Financial Officer
- ◆ CityFleet Customer Advisory Board
- ◆ EBS Executive Steering and Program Advisory Committees
- ◆ PSSRP Executive Steering Committee

OMF has developed a budget that is focused on the goals of the City, OMF and the Council focus areas while being mindful of its role in providing support services and expertise to all of Council's goals and initiatives.

Budget Decisions

Business Operations Customer Service and Process Improvement reduction

This package results in a \$13,003 one-time reduction in General Fund funding by postponing one focused review or process improvement project in FY 2010-11.

Financial and Management Consulting reduction

This package results in a \$39,009 ongoing reduction in General Fund funding by reducing consulting services for OMF projects.

**Bureau of Internal
Business Services -
CityFleet**

Bio-diesel Blends reduction

This package results in a \$261,704 ongoing reduction in interagency passthrough funding by reducing the blend of bio-diesel from B50 for six months and B20 for six months to B20 year round.

Bio-diesel Blends to Allowable Fuel reduction

This package results in a \$330,000 ongoing reduction in interagency passthrough funding by reducing the blend of bio-diesel to use allowable stock bio-diesel which costs less than preferred stock canola oil.

**Bureau of Internal
Business Services -
Facilities**

Portland Building Efficiencies reduction

This package results in a \$57,153 ongoing reduction in interagency funding by modifying operational practices in the Portland Building, including lengthening temperature set-back times and reducing minor maintenance items.

Daytime Janitorial Service reduction

This package results in a \$44,484 ongoing reduction in interagency funding by reducing janitorial services in the Portland Building and City Hall, and the 1900 Building including eliminating a day-porter in each building and performing janitorial services during working hours.

Security Contract reduction

This package results in a \$43,390 ongoing reduction in interagency funding by reducing security services in the Portland Building and city Hall including eliminating a roving security guard and starting public entrance guard service one hour later in the morning.

Portland Building Commissioning (LEED-EB)

This package provides \$214,324 in one-time interagency funding to retro-commission the Portland Building for LEED-EB, an integral part of the certification process.

Emergency Coordination Center (ECC) Project

The FY 2010-11 budget reflects the decision to fund the ECC project at its currently estimated cost of \$17.556 million. Given the current split of assigned square footages, Water's share would be 46.4% (\$8.146 million) and POEM's share would be 53.6% (\$9.410 million). POEM is Facilities Services client for the project and tenant in the new building.

In FY 2010-11 Facilities Services will sell debt for POEM's share, less what has been cash financed. This cash comes from interagencies Facilities has with all City bureaus and was originally planned to be used for debt service. The amount of this debt sale is \$8.287 million. Facilities Services' FY 2010-11 budget will include completion of the design phase and the start up of the construction phase. The assumption for payout of construction expenses is 5% in FY 2010-11 and 95% in FY 2011-12, when the project is anticipated to be completed.

The General Fund's financial forecast will be updated to reflect the increase in debt service beginning in FY 2011-12 and on-going operations and maintenance in FY 2012-13.

**Bureau of Internal
Business Services -
Printing &
Distribution**

Operations Staffing Reduction

This package results in a \$32,47 ongoing reduction in interagency funding by eliminating a currently vacant Reprographics Operation I position and reducing part-time and overtime budgets.

**Bureau of Internal
Business Services -
Procurement Services**

External Materials and Services reduction

This package results in a \$8,426 one-time reduction in General Fund funding by reducing external materials and services.

External Materials and Services reduction

This package results in a \$25,279 ongoing reduction in General Fund funding by reducing external materials and services.

Stimulus Program Staffing

This package provides \$194,862 in one-time interagency funding for 2.5 positions to manage American Recovery and Reinvestment Act (ARRA) and local public improvement contracting requirements.

Minority Evaluator Program Staffing

This package provides \$104,000 in one-time interagency funding for a limited term Program Coordinator position to manage the City Council requirement for a minority evaluator program.

**Bureau of Internal
Business Services -
Risk Management**

Insurance and Claims Internal Materials and Services reduction

This package results in a \$3,928 ongoing reduction in interagency funding by eliminating some emergency radios and replacing City-paid garage parking with on-street parking at a reduced cost.

Workers' Compensation Internal Materials and Services reduction

This package results in a \$1,355 ongoing reduction in interagency funding by replacing City-paid garage parking with on-street parking at a reduced cost.

Insurance and Claims Education, Travel, and Membership/Subscription reduction

This package results in a \$10,000 ongoing reduction in interagency funding by reducing staff professional education and travel and reducing dues, subscriptions, and professional organization memberships.

**Bureau of Financial
Services**

Accounting External Materials and Services reduction

This package results in a \$47,411 ongoing reduction in General Fund funding by reducing repair and maintenance, office and operating supply, minor equipment, and other miscellaneous expenses.

Accounting External Materials and Services additional one-time reduction

This package results in a \$15,804 one-time reduction in General Fund funding by further reducing the external materials and services budget for Accounting.

Debt Management External Materials and Services reduction

This package results in a \$16,651 ongoing reduction in General Fund funding by reducing professional services and miscellaneous services expenses.

Debt Management External Materials and Services additional one-time reduction

This package results in a \$5,550 one-time reduction in General Fund funding by reducing the external materials and services budget for Debt Management.

Financial Planning External Materials and Services reduction

This package results in a \$30,709 ongoing reduction in General Fund funding by reducing educational, training, travel, and supply expenses as well as printing services.

Financial Planning External Materials and Services additional one-time reduction

This package results in a \$10,236 one-time reduction in General Fund funding by reducing training, travel, and technology improvement expenses.

Citywide Budget Outreach

This package provides \$60,000 in ongoing interagency funding for citywide budget outreach including community forums, partnership events, and hearings, interactive website maintenance, and public opinion surveys.

Treasury Staffing reduction

This package results in a \$41,583 ongoing reduction in interagency passthrough funding by eliminating a currently vacant Accountant I position.

Treasury External Materials and Services reduction

This package results in a \$3,971 one-time reduction in General Fund funding by reducing the external materials and services budget for Treasury.

Bureau of Human Resources

Staffing reduction

This package results in a \$99,380 ongoing reduction in General Fund funding by eliminating an EEO Investigator position responding to a reduction in EEO complaints.

Staffing reduction

This package results in a \$26,795 one-time reduction in General Fund funding by holding a Senior Human Resources Analyst position vacant for three months of FY 2010-11.

Time Management Staffing

This package provides \$68,000 in ongoing interagency funding for a Human Resources Technician to respond to new Human Resources responsibilities incurred as a result of SAP implementation.

Revenue Bureau

Business License Correspondence and Legal reduction

This package results in a \$33,013 ongoing reduction in General Fund funding by reducing compliance reminder correspondence and reducing process serving for filing collections lawsuits.

Business License Staffing reduction

This package results in a \$10,232 one-time reduction in General Fund funding by holding vacant a Revenue Tax Specialist III position for six months of FY 2010-11.

Excess Rental Cost Recovery

This package provides \$232,782 in one-time interagency funding for recovery of excess rental costs borne by the Revenue Bureau following the transfer and relocation of its Utilities Customer Services division to the Water Bureau, which occurred after the lease was signed.

Continue Enhanced Business License Collections

This package provides \$207,411 in one-time General Fund funding for one Revenue Tax Specialist IV and one Revenue Tax Specialist I to allow for continued collection of severely delinquent business license tax accounts; over the past two years, the cost of these positions was more than offset by the Business License income tax revenue they generated.

Continue Transient Lodging Tax Auditor

This package provides \$27,234 in one-time General Fund funding, \$48,000 in interagency funding from the Convention and Tourism Fund, and \$35,000 in interagency funding with the Office of Cable Communications and Franchise Management for ongoing auditing by a Revenue Auditor.

Continue Business License Tax Auditing

This package provides \$205,903 in one-time General Fund funding for two Revenue Auditors to allow the Revenue Bureau to continue to perform an appropriate number of Business License Tax audits to increase revenue.

Continue Unlicensed Compliance Team

This package provides \$151,598 in one-time General Fund funding for one Revenue Tax Specialist II and one Revenue Tax Specialist IV to continue to review property transactions to ensure correct reporting and payment.

Ongoing External Materials and Services reduction

These packages reduce the Revenue Bureau's ongoing external materials and services budget by \$54,666.

Bureau of Technology Services

800 MHz Major Maintenance reduction

This package results in a \$325,500 one-time reduction in interagency funding by eliminating major maintenance no longer needed because of upgrades and replacements completed on the 800 MHz system as well as drawing from technology reserves for continuing 800 MHz projects.

BOEC Vertical Applications Staffing reduction

This package results in a \$122,928 ongoing reduction in interagency funding by eliminating an Information Systems Supervisor position at the request of the Bureau of Emergency Communications Director.

Staffing reduction

This package results in a \$27,207 ongoing reduction in interagency funding by reclassifying an SAP Architect position to a Principal Information Systems Analyst position to reflect a change in needed skills.

Staffing reduction

This package results in a \$41,650 ongoing reduction in interagency funding by reclassifying a CAD Engineer position to a Principal Information Systems Analyst position to reflect a change in needed skills due to implementation of a new CAD system.

Mainframe Maintenance Contract reduction

This package results in a \$116,000 ongoing reduction in interagency funding by moving from prepaid services to a time and materials basis for yearly mainframe maintenance.

Training and Travel reduction

This package results in a \$109,269 ongoing reduction in interagency funding by reducing technical training and travel.

Staffing reduction

This package results in a \$63,545 ongoing reduction in interagency funding by eliminating one Office Support Specialist III position.

Staffing reduction

This package results in a \$90,426 ongoing reduction in interagency funding by eliminating an Information Systems Analyst IV position dedicated to network and email account administration.

EBS Services

Rent reduction

This package results in a \$163,526 ongoing reduction in interagency funding by decreasing space use due to the reduced staffing level needed for ongoing Enterprise Business Solution (EBS) operations.

Training reduction

This package results in a \$60,904 one-time reduction in interagency funding by reducing training funds planned for carry over from FY 2009-10 to FY 2010-11.

External Materials and Services reduction

This package results in a \$19,200 ongoing reduction in interagency funding by reducing the external materials and services budget for EBS Services.

Post Production Consulting Services

This package provides \$194,862 in one-time interagency funding for Post Production Support consulting services in order to continue SAP configuration and customization as well as SAP development, security, architecture engineering.

Functional Team Staffing

This package provides \$540,000 in one-time interagency funding for five additional positions and associated materials and services expenses for the EBS support team including one training position, two Human Capital Management positions, one Finance and Logistics position, and one Operations position.

Support Staff Training

This package provides \$100,000 in one-time interagency funding for functional staff training to expand and enhance SAP skills.

Business Objects Support

This package provides \$116,000 in one-time interagency funding for a Senior Business Analyst position as well as licensing and maintenance expenses to support the addition of Business Objects reporting module to SAP.

**Citywide Projects -
PSSRP**

Professional Services reduction

This package results in a \$15,090 ongoing reduction in General Fund funding by reducing the professional services budget for Public Safety Systems Revitalization Project.

Professional Services additional one-time reduction

This package results in a \$15,088 one-time reduction in General Fund funding by reducing the professional services budget for Public Safety Systems Revitalization Project.

	Actual FY 2007-08	Actual FY 2008-09	Revised FY 2009-10	Requested FY 2010-11	Proposed FY 2010-11
RESOURCES					
External Revenues					
Taxes	3,274,500	3,927,818	3,284,270	3,284,270	3,284,270
Licenses and Permits	5,397,817	5,065,250	4,987,000	5,064,000	5,064,000
Charges for Services	59,361,579	54,664,097	50,314,874	48,310,262	48,310,262
Intergovernmental	9,828,377	8,961,976	9,018,796	15,246,183	15,808,368
Bond & Note	30,565,498	48,061,790	24,355,000	0	18,286,566
Miscellaneous	13,037,494	11,432,516	9,831,066	7,763,886	7,763,886
Total External Revenues	121,465,265	132,113,447	101,791,006	79,668,601	98,517,352
Internal Revenues					
General Fund Discretionary	21,479,859	22,826,097	37,001,710	24,886,538	25,637,124
General Fund Overhead	10,405,228	12,287,474	14,012,682	11,098,506	11,098,506
Fund Transfers - Revenue	14,518,177	23,190,743	36,029,291	3,458,309	3,458,309
Interagency Revenue	137,446,679	130,010,470	132,631,631	131,375,969	132,034,196
Total Internal Revenues	183,849,943	188,314,784	219,675,314	170,819,322	172,228,135
Beginning Fund Balance	142,434,777	149,362,628	138,681,825	133,442,367	133,442,367
TOTAL RESOURCES	\$ 447,749,985	\$ 469,790,859	\$ 460,148,145	\$ 383,930,290	\$ 404,187,854

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.

EXPENDITURES					
Bureau Requirements					
Personal Services	58,992,408	62,687,712	67,130,550	67,806,656	67,811,684
External Materials & Services	131,208,236	134,946,397	182,626,601	129,756,764	131,950,280
Internal Materials & Services	38,438,751	30,027,848	24,314,084	24,840,205	25,251,897
Capital Expenses	17,727,237	21,247,261	20,591,332	15,884,286	26,237,949
Total Bureau Requirements	246,366,632	248,909,218	294,662,567	238,287,911	251,251,810
Fund Requirements					
Contingency	0	0	115,430,791	119,435,122	126,353,787
Fund Transfers - Expense	12,130,626	18,536,993	18,244,475	5,877,827	5,877,827
Bond Expenses	40,776,741	43,482,532	31,691,411	19,853,108	20,228,108
Unappropriated Fund Balance	148,475,986	158,862,116	118,901	476,322	476,322
Total Fund Requirements	201,383,353	220,881,641	165,485,578	145,642,379	152,936,044
TOTAL EXPENDITURES	\$ 447,749,985	\$ 469,790,859	\$ 460,148,145	\$ 383,930,290	\$ 404,187,854

DIVISIONS					
Business Operations			3,631,046	4,376,854	4,353,009
Citywide Projects			16,430,935	6,806,398	7,303,996
EBS Services			10,886,166	7,618,323	7,713,178
Financial Services			8,278,332	8,130,251	8,086,701
Human Resources			51,268,065	51,221,222	51,230,455
Internal Business Services			117,194,646	87,967,397	98,556,764
OMF Director's Office			777,355	350,913	350,197
Revenue Bureau			17,465,888	17,383,533	17,324,982
Special Appropriations			20,608,309	9,833,795	11,263,477
Technology Services			48,121,825	44,599,225	45,069,051
TOTAL DIVISIONS	\$	\$	\$ 294,662,567	\$ 238,287,911	\$ 251,251,810

Note: Historical program information is not available due to the level at which budget figures were converted to the new EBS cost structure.

Office of Management and Finance

CIP SUMMARY

This table summarizes Capital Improvement Plan project costs by capital programs.

Bureau Capital Program	Revised		Proposed	Capital Plan				
	Prior Years	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	5-Year Total
Office of Management and Finance								
BTS								
Core Storage	1,345,723	655,000	841,000	1,681,000	3,363,000	0	0	5,885,000
IRNE Cnst-Rmt St Eqm	423,910	0	117,500	0	0	0	0	117,500
IRNE Cons-Fibr Cnstr	199,423	178,968	105,000	65,000	65,000	65,000	65,000	365,000
IRNE Improvements	0	50,000	148,000	148,000	142,500	0	0	438,500
IRNE Voice Migration	0	0	0	0	0	3,081,500	0	3,081,500
SAP Platform Replace	0	0	0	0	160,000	1,100,000	60,000	1,320,000
Voice Mail Repl	130	250,000	84,000	0	0	0	0	84,000
Wireless Network Dep	0	0	0	258,000	193,000	99,000	0	550,000
Total BTS	1,969,186	1,133,968	1,295,500	2,152,000	3,923,500	4,345,500	125,000	11,841,500
CityFleet								
BDS Replacement	0	0	137,604	126,115	32,412	418,719	82,657	797,507
CityFleet Replacemen	0	0	229,214	111,556	59,399	83,649	89,257	573,075
Fire Replacement	0	0	184,782	580,171	355,192	226,800	400,682	1,747,627
Fuel tank replacemen	0	342,600	570,600	0	0	0	0	570,600
Golf Replacement	0	0	157,653	103,604	694,250	76,018	165,754	1,197,279
Parks Replacement	0	0	707,090	1,109,015	909,622	410,448	781,026	3,917,201
PBOT Replacement	0	0	2,994,644	3,385,653	616,653	1,098,359	1,130,147	9,225,456
Police Replacement	0	0	2,267,322	3,374,131	3,528,783	2,839,767	2,024,244	14,034,247
Total CityFleet	0	342,600	7,248,909	8,790,245	6,196,311	5,153,760	4,673,767	32,062,992
Citywide Projects								
PSSRP 800 MHz Replac	520,730	15,998,092	305,180	17,140,000	17,120,000	11,450,000	11,450,000	57,465,180
PSSRP CAD Replacemen	962,059	13,382,533	5,871,384	70,000	0	0	0	5,941,384
PSSRP FIRE RMS REPLC	4,907	0	452,256	570,000	160,000	10,000	0	1,192,256
PSSRP PPDS Replaceme	157,171	223,454	608,941	6,660,000	3,940,000	0	0	11,208,941
Total Citywide Projects	1,644,867	29,604,079	7,237,761	24,440,000	21,220,000	11,460,000	11,450,000	75,807,761
Facilities								
Fire GO - Station 18	211,470	164,122	1,418,296	337,256	0	0	0	1,755,552
Fire GO - Station 31	424,763	241,440	2,507,948	246,653	0	0	0	2,754,601
New Archives Center	5,765,082	197,952	1,000,000	0	0	0	0	1,000,000
New Emergency Coordi	0	4,000,000	423,000	7,872,238	0	0	0	8,295,238
Total Facilities	6,401,315	4,603,514	5,349,244	8,456,147	0	0	0	13,805,391
Risk Management								
RMIS CIP Project	0	0	500,000	0	0	0	0	500,000
Total Risk Management	0	0	500,000	0	0	0	0	500,000
Total Office of Management and Finance	\$ 10,015,368	\$ 35,684,161	\$ 21,631,414	\$ 43,838,392	\$ 31,339,811	\$ 20,959,260	\$ 16,248,767	\$134,017,644

OMF Director's Office

OVERVIEW

The Office of Management and Finance (OMF) provides internal services to support the operational needs of City bureaus and provides coordination and leadership on overall administrative services. The Chief Administrative Officer (CAO) provides an array of financial management, policy development and project management services to OMF bureaus, the City Council, and other City bureaus.

OMF Director's Office

SUMMARY OF DIVISION BUDGET

	Actual FY 2007-08	Actual FY 2008-09	Revised FY 2009-10	Requested FY 2010-11	Proposed FY 2010-11
RESOURCES					
External Revenues					
Charges for Services	0	1,716	0	0	0
Miscellaneous	0	617	0	0	0
Total External Revenues	0	2,333	0	0	0
Internal Revenues					
General Fund Discretionary	695,517	258,944	316,434	178,601	177,885
General Fund Overhead	0	300,000	326,642	172,312	172,312
Fund Transfers - Revenue	0	0	134,279	0	0
Interagency Revenue	0	136,000	0	0	0
Total Internal Revenues	695,517	694,944	777,355	350,913	350,197
TOTAL RESOURCES	\$ 695,517	\$ 697,277	\$ 777,355	\$ 350,913	\$ 350,197

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.

EXPENDITURES					
Division Requirements					
Personal Services	661,411	660,818	720,393	316,971	316,971
External Materials & Services	34,106	10,233	31,668	15,731	14,280
Internal Materials & Services	0	26,226	25,294	18,211	18,946
Total Division Requirements	695,517	697,277	777,355	350,913	350,197
Fund Requirements					
TOTAL EXPENDITURES	\$ 695,517	\$ 697,277	\$ 777,355	\$ 350,913	\$ 350,197

PROGRAMS					
Administration & Support			777,355	350,913	350,197
TOTAL PROGRAMS	\$	\$	\$ 777,355	\$ 350,913	\$ 350,197

Note: Historical program information is not available due to the level at which budget figures were converted to the new EBS cost structure.

OMF Director's Office

FTE SUMMARY

Class	Title	Salary Range		Revised FY 2009-10		Requested FY 2010-11		Proposed FY 2010-11	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000434	Administrative Assistant	44,533	68,619	1.00	72,048	1.00	72,048	1.00	72,048
30000406	Chief Administrative Officer	128,294	183,851	1.00	180,528	1.00	183,575	1.00	183,575
TOTAL FULL-TIME POSITIONS				2.00	\$ 252,576	2.00	\$ 255,623	2.00	\$ 255,623

OMF Director's Office

BUDGET DECISIONS

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

ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY 2010-11	350,913	0	350,913	2.00	FY 2010-11 Current Appropriation Level
CAL Adjustments					
	(716)	0	(716)	0.00	Tech Adjustment
Mayor's Proposed Budget Decisions					
	0	0	0	0.00	None
	(716)	0	(716)	0.00	Total FY 2010-11 Decision Packages
			\$ 350,197	2.00	Total Proposed Budget

Business Operations

OVERVIEW

The Office of Management and Finance (OMF) provides internal services to support the operational needs of City bureaus and provides coordination and leadership on overall administrative services. Under the direction of the CAO, OMF Business Operations provides an array of financial management, policy development and project management services to OMF bureaus, City Council and other City bureaus. OMF Business Operations provides finance and management services to all OMF bureaus and manages OMF-wide initiatives. This program conducts communications, outreach, strategic planning, performance measurement and workforce planning for OMF, as well as manages special projects assigned by the CAO, the Mayor's Office, and City Council.

Business Operations

SUMMARY OF DIVISION BUDGET

	Actual FY 2007-08	Actual FY 2008-09	Revised FY 2009-10	Requested FY 2010-11	Proposed FY 2010-11
RESOURCES					
External Revenues					
Licenses and Permits	1,158,440	0	0	0	0
Charges for Services	167,251	6,837	0	0	0
Intergovernmental	3,026,797	0	0	0	0
Bond & Note	11,995,105	0	0	0	0
Miscellaneous	10,800	12,000	0	0	0
Total External Revenues	16,358,393	18,837	0	0	0
Internal Revenues					
General Fund Discretionary	1,066,804	993,538	962,778	1,273,705	1,249,860
General Fund Overhead	990,053	405,666	469,008	662,500	662,500
Fund Transfers - Revenue	3,687	0	0	138,477	138,477
Interagency Revenue	2,958,976	2,309,556	2,199,260	2,302,172	2,302,172
Total Internal Revenues	5,019,520	3,708,760	3,631,046	4,376,854	4,353,009
TOTAL RESOURCES	\$ 21,377,913	\$ 3,727,597	\$ 3,631,046	\$ 4,376,854	\$ 4,353,009

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.

EXPENDITURES					
Division Requirements					
Personal Services	2,873,462	2,816,185	2,289,831	2,845,986	2,855,986
External Materials & Services	5,499,619	120,559	396,270	384,583	365,559
Internal Materials & Services	4,599,896	790,853	944,945	1,146,285	1,131,464
Capital Expenses	8,975,742	0	0	0	0
Total Division Requirements	21,948,719	3,727,597	3,631,046	4,376,854	4,353,009
Fund Requirements					
Fund Transfers - Expense	3,032,395	0	0	0	0
Bond Expenses	156,704	0	0	0	0
Total Fund Requirements	3,189,099	0	0	0	0
TOTAL EXPENDITURES	\$ 25,137,818	\$ 3,727,597	\$ 3,631,046	\$ 4,376,854	\$ 4,353,009
PROGRAMS					
Administration & Support			3,631,046	4,376,854	4,353,009
TOTAL PROGRAMS	\$	\$	\$ 3,631,046	\$ 4,376,854	\$ 4,353,009

Note: Historical program information is not available due to the level at which budget figures were converted to the new EBS cost structure. Due to OMF's reorganization, prior year actuals are out of balance by division but balance at the bureau level.

Business Operations

FTE SUMMARY

Class	Title	Salary Range		Revised FY 2009-10		Requested FY 2010-11		Proposed FY 2010-11	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000062	Accountant I	37,606	52,499	1.00	52,500	1.00	52,500	1.00	52,500
30000063	Accountant II	49,171	60,070	5.00	289,464	5.00	289,464	5.00	289,464
30000441	Business Operations Manager	74,214	98,862	2.00	186,684	2.00	189,684	2.00	189,684
30000567	Financial Analyst	56,763	75,670	2.00	145,554	2.00	148,418	2.00	148,418
30000566	Financial Analyst, Assistant	44,533	68,619	1.00	44,532	1.00	46,204	1.00	46,204
30000569	Financial Analyst, Principal	74,214	98,862	1.00	98,868	1.00	98,868	1.00	98,868
30000568	Financial Analyst, Sr	62,629	83,637	7.00	528,826	7.00	539,642	7.00	539,642
30000451	Management Analyst	56,763	75,670	2.00	116,062	2.00	118,494	2.00	118,494
30000453	Management Analyst, Principal	74,214	98,862	1.00	97,237	1.00	98,868	1.00	98,868
30000013	Office Support Specialist III	39,832	51,272	2.00	102,552	2.00	102,552	2.00	102,552
30000460	Policy Analyst	79,830	106,288	2.00	212,568	2.00	212,568	2.00	212,568
30000461	Policy Analyst, Sr	92,186	128,752	1.00	128,748	1.00	128,748	1.00	128,748
TOTAL FULL-TIME POSITIONS				27.00	\$ 2,003,595	27.00	\$ 2,026,010	27.00	\$ 2,026,010

Business Operations

BUDGET DECISIONS

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

ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY 2010-11	4,506,788	0	4,506,788	27.00	FY 2010-11 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	(39,009)	0	(39,009)	0.00	Ongoing Professional Services Reduction
	0	(13,003)	(13,003)	0.00	One-Time Professional Services Reduction
	(101,758)	0	(101,758)	0.00	OMF IA Reduction Savings
	(140,767)	(13,003)	(153,770)	0.00	Total FY 2010-11 Decision Packages
			\$ 4,353,018	27	Total Proposed Budget

Financial Services

OVERVIEW

The Bureau of Financial Services (BFS) includes the following divisions: Accounting, Financial Planning, Debt Management, and Treasury. The Chief Financial Officer (CFO) directs BFS and provides vision, leadership, and management oversight to these programs; communicates complex financial information and policy to elected officials, bureau managers, and the public; represents the City regarding financial management to external parties; and provides support and leadership to professional organizations representing local governments both in Oregon and nationwide. The bureau also provides internal financial consulting services that support City bureaus and the Portland Development Commission.

Financial Services

SUMMARY OF DIVISION BUDGET

	Actual FY 2007-08	Actual FY 2008-09	Revised FY 2009-10	Requested FY 2010-11	Proposed FY 2010-11
RESOURCES					
External Revenues					
Charges for Services	327,545	190,494	360,666	335,774	335,774
Intergovernmental	226,979	375,648	428,861	234,823	234,823
Miscellaneous	678,522	869,262	1,064,830	1,030,891	1,030,891
Total External Revenues	1,233,046	1,435,404	1,854,357	1,601,488	1,601,488
Internal Revenues					
General Fund Discretionary	1,581,516	2,205,113	3,090,165	2,531,292	2,487,742
General Fund Overhead	3,923,416	3,977,362	2,614,366	3,308,802	3,308,802
Interagency Revenue	0	535,111	719,444	688,669	688,669
Total Internal Revenues	5,504,932	6,717,586	6,423,975	6,528,763	6,485,213
TOTAL RESOURCES	\$ 6,737,978	\$ 8,152,990	\$ 8,278,332	\$ 8,130,251	\$ 8,086,701
<p>Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose. Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.</p>					
EXPENDITURES					
Division Requirements					
Personal Services	5,179,488	6,094,454	6,010,746	6,030,828	5,997,781
External Materials & Services	1,558,490	716,459	1,050,276	786,219	811,921
Internal Materials & Services	0	1,342,077	1,217,310	1,313,204	1,276,999
Total Division Requirements	6,737,978	8,152,990	8,278,332	8,130,251	8,086,701
Fund Requirements					
TOTAL EXPENDITURES	\$ 6,737,978	\$ 8,152,990	\$ 8,278,332	\$ 8,130,251	\$ 8,086,701
PROGRAMS					
Accounting			3,681,588	3,751,650	3,711,416
Administration & Support			0	1,524	0
Debt Management			950,132	766,017	767,541
Financial Planning			2,267,009	2,243,450	2,240,134
Treasury			1,379,603	1,367,610	1,367,610
TOTAL PROGRAMS	\$	\$	\$ 8,278,332	\$ 8,130,251	\$ 8,086,701
<p>Note: Historical program information is not available due to the level at which budget figures were converted to the new EBS cost structure.</p>					

Financial Services

FTE SUMMARY

Class	Title	Salary Range		Revised FY 2009-10		Requested FY 2010-11		Proposed FY 2010-11	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000062	Accountant I	37,606	52,499	3.63	181,188	3.63	181,188	3.63	181,188
30000063	Accountant II	49,171	60,070	4.00	215,110	5.00	277,808	5.00	277,808
30000064	Accountant III	54,142	66,102	8.00	522,750	8.00	532,908	8.00	532,908
30000559	Accountant, Assistant Systems	44,533	68,619	2.00	123,480	2.00	126,168	2.00	126,168
30000560	Accountant, Systems	56,763	75,670	1.00	65,748	1.00	68,442	1.00	68,442
30000564	Accounting Compliance Manager	68,994	92,726	1.00	84,468	1.00	87,935	1.00	87,935
30000565	Accounting Policy Manager	65,811	88,046	1.00	65,808	1.00	65,808	1.00	65,808
30000561	Accounting Supervisor	59,634	79,518	1.00	79,524	1.00	79,524	1.00	79,524
30000562	Accounting Supervisor, Sr	62,629	83,637	2.00	167,261	2.00	167,279	2.00	167,279
30000061	Accounting Technician	31,138	43,430	2.00	86,856	2.00	86,856	2.00	86,856
30000433	Administrative Specialist, Sr	41,475	63,856	2.00	93,329	2.00	97,157	2.00	97,157
30000410	Chief Financial Officer	114,026	163,426	1.00	161,076	1.00	163,232	1.00	163,232
30000563	Controller	92,186	128,752	1.00	126,276	1.00	128,130	1.00	128,130
30000573	Debt Analyst, Principal	74,214	98,862	1.00	98,868	1.00	98,868	1.00	98,868
30000572	Debt Analyst, Sr	62,629	83,637	1.00	83,629	1.00	83,640	1.00	83,640
30000574	Debt Manager	99,091	138,403	1.00	137,484	1.00	138,331	1.00	138,331
30000578	Economist, City	79,830	106,288	1.00	106,284	1.00	106,284	1.00	106,284
30000576	Economist, Sr	65,811	88,046	1.00	88,044	1.00	88,044	1.00	88,044
30000567	Financial Analyst	56,763	75,670	2.00	119,148	2.00	120,860	2.00	120,860
30000569	Financial Analyst, Principal	74,214	98,862	3.00	268,632	3.00	274,124	3.00	274,124
30000568	Financial Analyst, Sr	62,629	83,637	8.20	592,113	8.20	606,302	8.20	606,302
30000570	Financial Planning Division Manager	92,186	128,752	1.00	116,176	1.00	120,936	1.00	120,936
30000856	Investment Officer	79,830	106,288	1.00	87,526	1.00	91,115	1.00	91,115
30000012	Office Support Specialist II	31,138	43,430	4.00	179,148	4.00	179,148	4.00	179,148
30000464	Program Coordinator	59,634	79,518	1.00	63,080	1.00	65,666	1.00	65,666
30000580	Treasurer, City	92,186	128,752	1.00	92,184	1.00	92,184	1.00	92,184
30000581	Treasury Analyst	56,763	75,670	1.00	56,760	1.00	56,760	1.00	56,760
30001083	Treasury Analyst, Sr	62,629	83,637	1.00	79,452	1.00	82,444	1.00	82,444
30000579	Treasury Operations Manager	65,811	88,046	1.00	88,044	1.00	88,044	1.00	88,044
TOTAL FULL-TIME POSITIONS				58.83	\$ 4,229,446	59.83	\$ 4,355,185	59.83	\$ 4,355,185
30000062	Accountant I	37,606	52,499	0.00	0	(0.63)	(26,196)	(0.63)	(26,196)
30000566	Financial Analyst, Assistant	44,533	68,619	0.00	0	0.00	0	0.50	29,071
30000460	Policy Analyst	79,830	106,288	0.63	60,792	0.63	62,241	0.00	0
TOTAL PART-TIME POSITIONS				0.63	\$ 60,792	0.00	\$ 36,045	(0.13)	\$ 2,875

Financial Services

BUDGET DECISIONS

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

ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY 2010-11	8,244,736	0	8,244,736	60.33	FY 2010-11 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	0	(15,804)	(15,804)	0.00	Accounting: One-time External M&S Reduction
	(47,411)	0	(47,411)	0.00	Accounting: Ongoing External M&S Reduction
	0	(10,236)	(10,236)	0.00	Financial Planning: One-time Ext. M&S Reduction
	(30,709)	0	(30,709)	0.00	Financial Planning: Ongoing Ext. M&S Reduction
	0	(5,550)	(5,550)	0.00	Debt: One-time External M&S Reduction
	(16,651)	0	(16,651)	0.00	Debt: Ongoing External M&S Reduction
	0	(3,971)	(3,971)	0.00	Treasury: 1-Time External M&S Reduction
	(41,583)	0	(41,583)	(0.63)	Treasury: Ongoing Accountant I Reduction
	57,430	0	57,430	0.00	Citywide Budget Outreach
	(43,550)	0	(43,550)	0.00	OMF Interagency Reduction Savings
	(122,474)	(35,561)	(158,035)	(0.63)	Total FY 2010-11 Decision Packages
			\$ 8,086,701	59.70	Total Proposed Budget

Human Resources

OVERVIEW

The Bureau of Human Resources (BHR) provides strategic leadership and management for Citywide human resources systems, which link to the overall business strategies of the Council and bureaus as they relate to administration/support services, benefits/ wellness, classification and compensation, employment, training and development, diversity development/affirmative action, and labor relations. The Bureau is responsible for the development, refinement, and oversight of the City's Human Resources administrative rules and procedures, civil service board, citywide FMLA and OFLA, HIPAA privacy oversight and citywide time management. It is also responsible, through its corporate-level activities and site teams, for helping City bureaus to recruit, develop, and retain a competent and high-quality workforce representative of the community.

The Bureau of Human Resources has also assumed responsibility for managing the Police Bureau's Personnel Division. BHR also manages the City's health insurance programs and provides leadership and expertise to the Council and the Labor Management Benefit Committee in developing strategic direction for the City's benefits and wellness programs.

BHR continues to be responsible for the implementation for the following initiatives: citywide 2.02 workplace harassment and discrimination training; manager/supervisor core competency training; cultural competency training; bias reduction training; and the metro regional diversity conferences in collaboration with Multnomah, Clackamas, Clark, and Washington Counties, Metro, and the Portland Development Commission. In addition, the bureau conducts ongoing outreach recruitment efforts in support for the City's public safety bureaus and managed a Cooperative Leadership Institute for the public utility bureaus. The Summer Youth Employment program was moved to the Mayor's office and was reorganized into the Youth Corps Program.

Human Resources

SUMMARY OF DIVISION BUDGET

	Actual FY 2007-08	Actual FY 2008-09	Revised FY 2009-10	Requested FY 2010-11	Proposed FY 2010-11
RESOURCES					
External Revenues					
Charges for Services	34,757,629	35,211,267	35,997,671	39,528,188	39,528,188
Miscellaneous	3,859,854	3,456,230	3,923,700	4,112,334	4,112,334
Total External Revenues	38,617,483	38,667,497	39,921,371	43,640,522	43,640,522
Internal Revenues					
General Fund Discretionary	3,640,613	3,473,852	3,247,755	2,944,504	2,913,376
General Fund Overhead	2,843,884	2,724,512	3,244,464	3,595,106	3,595,106
Fund Transfers - Revenue	507,453	461,546	255,892	0	0
Interagency Revenue	373,129	593,872	668,888	757,095	796,428
Total Internal Revenues	7,365,079	7,253,782	7,416,999	7,296,705	7,304,910
Beginning Fund Balance	13,837,009	16,076,911	16,327,965	15,537,885	15,537,885
TOTAL RESOURCES	\$ 59,819,571	\$ 61,998,190	\$ 63,666,335	\$ 66,475,112	\$ 66,483,317

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.

EXPENDITURES					
Division Requirements					
Personal Services	6,180,314	6,507,038	6,943,139	7,099,142	7,099,142
External Materials & Services	36,352,153	35,731,938	43,143,837	42,693,337	42,835,762
Internal Materials & Services	892,866	1,104,501	1,181,089	1,428,743	1,295,551
Total Division Requirements	43,425,333	43,343,477	51,268,065	51,221,222	51,230,455
Fund Requirements					
Contingency	0	0	12,057,551	14,883,177	14,882,149
Fund Transfers - Expense	297,345	2,108,119	314,059	344,053	344,053
Bond Expenses	20,843	20,809	26,660	26,660	26,660
Unappropriated Fund Balance	16,076,050	16,525,785	0	0	0
Total Fund Requirements	16,394,238	18,654,713	12,398,270	15,253,890	15,252,862
TOTAL EXPENDITURES	\$ 59,819,571	\$ 61,998,190	\$ 63,666,335	\$ 66,475,112	\$ 66,483,317

PROGRAMS					
Administration & Support			1,231,648	1,999,961	1,987,828
Benefits			40,604,403	44,028,407	44,028,407
Class/Compensation			509,191	547,604	547,604
Diversity Development/Affirmative			680,048	606,308	587,313
Employment & Development			1,152,093	1,187,281	1,187,281
Health Insurance			3,400,386	0	1,028
Labor Relations			648,651	629,860	629,860
Operations			1,000,867	0	0
Police HR Services			390,341	0	0
Site Teams			1,650,437	2,221,801	2,261,134
TOTAL PROGRAMS	\$	\$	\$ 51,268,065	\$ 51,221,222	\$ 51,230,455

Note: Historical program information is not available due to the level at which budget figures were converted to the new EBS cost structure.

Human Resources

FTE SUMMARY

Class	Title	Salary Range		Revised FY 2009-10		Requested FY 2010-11		Proposed FY 2010-11	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000434	Administrative Assistant	44,533	68,619	1.00	72,048	1.00	72,048	1.00	72,048
30000436	Administrative Supervisor I	54,080	72,051	1.00	72,048	1.00	72,048	1.00	72,048
30000530	Affirmative Action/Diversity Manager	74,214	98,862	1.00	98,868	1.00	98,868	1.00	98,868
30000539	Benefits Analyst	56,763	75,670	2.00	143,003	2.00	145,236	2.00	145,236
30000541	Benefits Manager	79,830	106,288	1.00	93,060	1.00	96,876	1.00	96,876
30000538	Benefits Specialist	54,080	72,051	3.00	190,828	3.00	195,721	3.00	195,721
30000540	Benefits Supervisor	62,629	83,637	1.00	62,628	1.00	62,628	1.00	62,628
30000441	Business Operations Manager	74,214	98,862	1.00	98,868	1.00	98,868	1.00	98,868
30000533	Classification/Compensation Analyst,	56,763	75,670	2.00	147,810	2.00	150,597	2.00	150,597
30000534	Classification/Compensation	62,629	83,637	1.00	83,634	1.00	83,640	1.00	83,640
30000535	Classification/Compensation	79,830	106,288	1.00	106,284	1.00	106,284	1.00	106,284
30000529	EEO Investigator	56,763	75,670	1.00	75,672	0.00	0	0.00	0
30000527	Employment & Development	62,629	83,637	1.00	83,633	1.00	83,640	1.00	83,640
30000528	Employment & Development	79,830	106,288	1.00	96,888	1.00	100,529	1.00	100,529
30000522	Human Resources Analyst, Sr	56,763	75,670	8.00	552,454	8.00	556,022	8.00	556,022
30000523	Human Resources Coordinator	62,629	83,637	13.00	1,041,697	13.00	1,060,990	13.00	1,060,990
30001055	Human Resources Cost Analyst	68,994	92,726	1.00	90,204	1.00	92,724	1.00	92,724
30000409	Human Resources Director	125,445	179,754	1.00	179,748	1.00	179,748	1.00	179,748
30000526	Human Resources Director, Assistant	101,421	145,205	1.00	140,676	1.00	143,315	1.00	143,315
30000525	Human Resources Manager, Police	79,830	106,288	1.00	102,408	1.00	105,954	1.00	105,954
30000524	Human Resources Site Team	79,830	106,288	3.00	312,351	3.00	317,762	3.00	317,762
30000520	Human Resources Technician	44,533	68,619	10.00	566,794	11.00	629,213	11.00	629,213
30000536	Labor Relations Coordinator	62,629	96,179	3.00	268,812	3.00	275,688	3.00	275,688
30000537	Labor/Employee Relations Manager	79,830	106,288	1.00	96,016	1.00	99,954	1.00	99,954
30000451	Management Analyst	56,763	75,670	1.00	75,672	1.00	75,672	1.00	75,672
30000012	Office Support Specialist II	31,138	43,430	4.00	170,304	4.00	172,576	4.00	172,576
30000013	Office Support Specialist III	39,832	51,272	1.00	51,276	1.00	51,276	1.00	51,276
30000464	Program Coordinator	59,634	79,518	1.00	66,372	1.00	68,642	1.00	68,642
30000462	Program Specialist, Assistant	44,533	68,619	1.00	47,364	1.00	48,498	1.00	48,498
TOTAL FULL-TIME POSITIONS						68.00 \$	5,187,420	68.00 \$	5,245,017
30000520	Human Resources Technician	44,533	68,619	1.00	45,000	0.00	0	0.00	0
30000536	Labor Relations Coordinator	62,629	96,179	1.00	85,350	0.00	0	0.00	0
30000012	Office Support Specialist II	31,138	43,430	0.90	37,548	0.00	0	0.00	0
TOTAL LIMITED TERM POSITIONS						2.90 \$	167,898	0.00 \$	0

Human Resources

BUDGET DECISIONS

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

ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY 2010-11	51,249,297	0	51,249,297	68.00	FY 2010-11 Current Appropriation Level
CAL Adjustments					
	39,333	0	39,333	0.00	Technical Adjustment
Mayor's Proposed Budget Decisions					
	(99,380)	0	(99,380)	(1.00)	Eliminate EEO Investigator
	0	(26,795)	(26,795)	0.00	Hold Vacant Sr. Analyst Position
	68,000	0	68,000	1.00	Time Management Position
	7,953	(26,795)	(18,842)	0.00	Total FY 2010-11 Decision Packages
			\$ 51,230,455	68.00	Total Proposed Budget

Internal Business Services

OVERVIEW

The Office of Management and Finance, Bureau of Internal Business Services is the central provider for an array of business services to other City bureaus including: CityFleet, Facilities Services, Printing & Distribution, Procurement Services, and Risk Management. Each service program operates efficiently and economically, meets or exceeds federal, state and local standards, and strives to provide excellent customer service. Business Services staff members are instrumental in developing City policies and procedures that reflect the City's leading edge approach to social, environmental and economic goals

Administration & Support

The Bureau of Internal Business Services was established in July 2009 to meet organizational needs. The Administrative Support program consists of the Director's Office and any programs developed in response to Council directives. The Director plans, organizes, integrates and directs the organization, financial management, administration, personnel and operations of the five internal services programs of the bureau.

CityFleet

The CityFleet section procures, maintains, and repairs all City vehicles and equipment other than Portland Fire & Rescue's engines and ladder trucks. Maintenance is performed on a diverse fleet ranging from patrol cars to dump trucks to hybrid vehicles to construction equipment. Due to customer demand, the number of City vehicles has grown by over 850 units in the last 13 years, to a total fleet size of approximately 2,850 vehicles. Even with substantial fleet growth, staffing has declined by 6 positions over the last 10 years. This is due to significant efficiency gains and leveraging new fleet technologies over the same period. CityFleet operates seven maintenance facilities, providing new vehicle outfitting, repair, maintenance, auto body work, welding, machining, project design, and metal fabrication. Additionally, CityFleet is responsible for maintaining emergency generators, renting construction equipment, and disposing of vehicles at the end of the economic lifecycles.

CityFleet performance is tracked through key performance benchmarks and customer feedback. Customer communication occurs through daily interaction, operator questionnaires, fleet coordinator meetings, biannual liaison meetings, and an annual customer service survey. In 2009, CityFleet was named the 4th Best Fleet in North America for the second consecutive year by the 100 Best Fleets program. CityFleet has also made significant advances in technology for the fueling systems and garage services, the use of alternative fuels, and vehicle procurement.

Facilities Services

The Facilities Services section operates and maintains a large portfolio of City-owned and leased facilities. Facilities Services is also responsible for overseeing the operation of key City-owned spectator properties. Facilities Services also provides property management services and manages capital improvement projects.

Facilities will manage a number of major projects in FY 2010-11:

- ◆ Portland Building major maintenance, including restoration of the exterior envelope and elevator control upgrades
- ◆ City Hall ecoroof

- ◆ Analysis and preparation for the potential renovation of PGE Park for Major League Soccer and development of a Triple-A baseball stadium
- ◆ Fire station 18 and begin new Fire station 31.
- ◆ Relocations and tenant improvements
- ◆ A number of building demolitions in the Johnson Creek floodplain

Printing & Distribution

The Printing & Distribution (P&D) section provides centralized, high quality, convenient, technologically current, and cost-effective reproduction and mailing services to City and external customers, as well as the public. P&D supports each bureau's unique workflow with products and services configured to maximize efficiency and effectiveness. All services are available through the interoffice mail system, electronically via PortlandOnline, and at P&D customer service counters at two downtown locations.

P&D supports bureaus' cost-control efforts through ongoing consultation services and by using the City's current printing and mailing standards for all projects. P&D also supports the City's sustainability efforts by ensuring bureaus comply with the City's sustainability paper policy, stocking and encouraging the use of environmentally preferable papers, using vegetable-based inks, and minimizing the amount of waste generated by the reproduction processes. Through centralized paper purchasing, P&D provides bureaus with the lowest cost, ensures environmental content standards are enforced, and gives bureaus the statistical information necessary to measure progress toward the City's sustainability goals.

Procurement Services

Procurement Services provides leadership, policy development, oversight, and management of the City's procurement and contracting processes. The Chief Procurement Officer provides oversight for Procurement Services and is responsible for forwarding and executing contracts and price agreements of \$500,000 or less, recommending contract awards to City Council for contracts in excess of \$500,000, authorizing contract amendments and final payments on contracts, adopting procedures and administrative rules, and resolving protests of contract award decisions. The Chief Procurement Officer's administrative staff provides support and oversees internal business and operational needs. Additionally, administrative staff develops policy, provides oversight, and reports on the City's sustainable procurement efforts.

Procurement Services is organized into two program areas: Procurement and Outside Services. These programs fulfill the bureau's mission to provide strategic responsible public contracting services to deliver the best value for its customers.

Procurement teams work with City bureaus to contract public works construction projects; acquire commodities and non-professional services while incorporating advanced procurement methodologies; negotiate and execute internal technology contracts; and provide expertise and oversight to the acquisition of professional, technical and expert (PTE) services.

Procurement Services is dedicated to promoting inclusive and sustainable procurement. The Fair Contracting and Employment Strategy has been used as the foundation for providing opportunities to minority-owned, women-owned and emerging small business M/W/ESB firms. The Sustainable Procurement Strategy, passed by Council in 2002, is an effort to spend public funds on goods and services that minimize negative environmental impacts, are fair and socially just, and make economic sense now and in the long term. Currently Procurement Services is developing programs ensuring supplier diversity and inclusive

procurement practices in its acquisition of goods and services as directed by City Council. In the summer of 2010 Procurement Services will complete its second disparity study, which will provide analysis of the use of disadvantaged firms as City contractors and will provide the updated legal basis for existing programs as well as the development of future programs.

Risk Management

The Risk Management section consists of two functions:

- ◆ Insurance and claims self-insurance provides for tort/general and fleet liability claims administration, management of the liability self-insurance program, management of the City's commercial insurance portfolio, and Citywide leadership in loss prevention
- ◆ Workers' compensation self-insurance supports claims administration, management of the workers' compensation program, occupational health and infectious disease services, and Citywide OSHA compliance, employee safety and loss prevention activities aimed at minimizing occupational injury and illness.

Internal Business Services

SUMMARY OF DIVISION BUDGET

	Actual FY 2007-08	Actual FY 2008-09	Revised FY 2009-10	Requested FY 2010-11	Proposed FY 2010-11
RESOURCES					
External Revenues					
Charges for Services	19,137,253	16,841,453	8,567,044	8,428,300	8,428,300
Intergovernmental	4,119,302	4,276,694	5,710,889	8,422,029	8,211,663
Bond & Note	18,570,393	37,748,427	4,000,000	0	18,286,566
Miscellaneous	6,779,323	5,813,782	3,318,898	2,486,717	2,486,717
Total External Revenues	48,606,271	64,680,356	21,596,831	19,337,046	37,413,246
Internal Revenues					
General Fund Discretionary	1,110,578	368,071	1,979,311	1,374,343	1,075,162
General Fund Overhead	2,647,875	2,473,062	2,775,125	3,216,231	3,216,231
Fund Transfers - Revenue	7,502,213	7,077,926	3,969,263	2,785,553	2,785,553
Interagency Revenue	68,419,399	71,046,058	77,238,856	71,250,446	71,284,389
Total Internal Revenues	79,680,065	80,965,117	85,962,555	78,626,573	78,361,335
Beginning Fund Balance	94,061,960	102,966,609	93,681,370	81,933,051	81,933,051
TOTAL RESOURCES	\$ 222,348,296	\$ 248,612,082	\$ 201,240,756	\$ 179,896,670	\$ 197,707,632

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.

EXPENDITURES					
Division Requirements					
Personal Services	15,094,669	16,524,329	17,428,908	17,762,506	17,762,506
External Materials & Services	42,929,174	41,709,542	70,424,673	45,526,382	45,439,107
Internal Materials & Services	8,726,812	11,024,974	8,799,733	8,914,223	9,237,202
Capital Expenses	6,336,182	19,057,437	20,541,332	15,764,286	26,117,949
Total Division Requirements	73,086,837	88,316,282	117,194,646	87,967,397	98,556,764
Fund Requirements					
Contingency	0	0	67,684,885	76,266,729	83,113,324
Fund Transfers - Expense	7,192,373	9,213,127	3,912,059	2,998,026	2,998,026
Bond Expenses	36,044,250	38,231,781	12,449,166	12,664,518	13,039,518
Unappropriated Fund Balance	102,264,931	112,850,892	0	0	0
Total Fund Requirements	145,501,554	160,295,800	84,046,110	91,929,273	99,150,868
TOTAL EXPENDITURES	\$ 218,588,391	\$ 248,612,082	\$ 201,240,756	\$ 179,896,670	\$ 197,707,632

PROGRAMS					
Administration & Support			1,657,057	272,547	272,331
Administration & Support			416	0	0
Commercial Insurance			1,249,086	1,366,597	1,366,665
Copy Services			583,135	460,042	415,960
Distribution			2,791,834	2,484,028	2,445,607
Duplicating			3,930,698	3,723,071	3,697,443
Enterprise Operations Management			0	146,230	146,230
Fire Station Renovation & Construction			6,375,323	4,032,690	4,039,961
Liability			10,604,544	7,859,420	7,859,827
Loss Prevention			648,272	721,453	721,306
Maintenance & Repair			18,867,026	17,348,117	17,321,163
Microfilm			330,207	259,312	259,144
New & Replacement Acquisitions			11,922,651	9,516,213	9,557,213
Occupational Health & Infectious			218,393	214,894	215,044
Operations and Maintenance			15,903,765	14,824,085	15,041,040
Outside Services			452,247	1,090,972	1,036,606
Procurement			3,560,259	3,794,036	3,788,527
Project Management Office			27,952,914	13,586,742	14,020,224
Property Management			275,715	490,980	491,000
Spectator Facilities			5,240,853	1,710,874	11,795,756
Vehicle Pool			50,300	70,394	70,394
Workers' Compensation			4,579,951	3,994,700	3,995,323
TOTAL PROGRAMS	\$	\$	\$ 117,194,646	\$ 87,967,397	\$ 98,556,764

Note: Historical program information is not available due to the level at which budget figures were converted to the new EBS cost structure. Due to OMF's reorganization, prior year actuals are out of balance by division but balance at the bureau level.

Internal Business Services

FTE SUMMARY

Class	Title	Salary Range		Revised FY 2009-10		Requested FY 2010-11		Proposed FY 2010-11	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000434	Administrative Assistant	44,533	68,619	3.00	182,916	3.00	186,368	3.00	186,368
30000433	Administrative Specialist, Sr	41,475	63,856	1.00	63,192	1.00	63,797	1.00	63,797
30000436	Administrative Supervisor I	54,080	72,051	1.00	71,136	1.00	72,048	1.00	72,048
30000437	Administrative Supervisor II	56,763	75,670	1.00	75,672	1.00	75,672	1.00	75,672
30000125	Auto Body Restorer	51,355	55,806	4.00	223,248	4.00	223,248	4.00	223,248
30000448	Business Systems Analyst	56,763	75,670	1.00	72,384	1.00	75,348	1.00	75,348
30001208	Chief Procurement Officer	92,186	128,752	1.00	115,008	1.00	118,545	1.00	118,545
30000477	Claims Analyst	54,080	72,051	1.00	58,620	1.00	60,820	1.00	60,820
30000478	Claims Analyst, Sr	59,634	79,518	3.00	225,720	3.00	228,456	3.00	228,456
30000066	Claims Technician	41,059	52,832	2.00	100,542	2.00	103,172	2.00	103,172
30000470	Contractor Dev Program Coordinator	62,629	83,637	3.00	246,789	3.00	249,883	3.00	249,883
30000472	Contractor Development Supervisor	65,811	88,046	1.00	88,044	1.00	88,044	1.00	88,044
30000469	Contracts Compliance Specialist	56,763	75,670	4.00	302,688	4.00	302,688	4.00	302,688
30000041	Distribution Technician	37,981	46,550	3.00	139,644	3.00	139,644	3.00	139,644
30000042	Distribution Technician, Lead	39,894	48,880	1.00	48,876	1.00	48,876	1.00	48,876
30000368	Engineer-Mechanical	79,997	97,219	1.00	97,224	1.00	97,224	1.00	97,224
30000719	Facilities Construction Proj	74,214	98,862	1.00	96,069	1.00	98,868	1.00	98,868
30000718	Facilities Construction Project	62,629	83,637	3.00	244,358	3.00	247,548	3.00	247,548
30000717	Facilities Construction Project Spec	54,080	72,051	2.00	139,896	2.00	141,520	2.00	141,520
30000456	Facilities Contracts Coordinator	56,763	75,670	1.00	75,672	1.00	75,672	1.00	75,672
30000711	Facilities Maint Dispatch/Scheduler	41,475	63,856	2.00	93,066	2.00	96,876	2.00	96,876
30000713	Facilities Maintenance Supervisor	54,080	72,051	1.00	72,048	1.00	72,048	1.00	72,048
30000071	Facilities Maintenance Technician	51,355	55,806	14.00	768,012	14.00	768,012	14.00	768,012
30000715	Facilities Services Division Manager	85,800	116,293	1.00	116,292	1.00	116,292	1.00	116,292
30000712	Facilities Services Specialist	54,080	72,051	2.00	132,048	2.00	134,098	2.00	134,098
30001108	Internal Business Services Director	101,421	145,205	1.00	145,200	1.00	145,200	1.00	145,200
30000721	Mail/Micrographics Supervisor	56,763	75,670	1.00	75,672	1.00	75,672	1.00	75,672
30000451	Management Analyst	56,763	75,670	2.00	113,520	2.00	113,520	2.00	113,520
30000450	Management Assistant	44,533	68,619	1.00	54,006	1.00	56,214	1.00	56,214
30000129	Motorcycle Mechanic	51,355	55,806	1.00	55,812	1.00	55,812	1.00	55,812
30000475	Occupational Health Program	65,811	88,046	1.00	68,520	1.00	71,328	1.00	71,328
30000011	Office Support Specialist I	28,350	39,354	1.00	39,360	1.00	39,360	1.00	39,360
30000012	Office Support Specialist II	31,138	43,430	4.00	149,328	4.00	154,388	4.00	154,388
30000013	Office Support Specialist III	39,832	51,272	2.00	96,096	2.00	100,669	2.00	100,669
30000722	Print Shop Supervisor	59,634	79,518	1.00	79,524	1.00	79,524	1.00	79,524
30000044	Printing & Distrib Custmr Svc Rep,	46,738	58,531	2.00	106,976	2.00	111,776	2.00	111,776
30000043	Printing & Distrib Customer Svc Rep	40,664	50,814	2.00	99,820	2.00	101,640	2.00	101,640
30000040	Printing & Distrib Technician, Asst	23,629	29,182	1.00	37,980	1.00	37,980	1.00	37,980
30000723	Printing & Distribution Manager	74,214	98,862	1.00	98,868	1.00	98,868	1.00	98,868
30000058	Procurement Assistant	39,208	47,840	6.00	272,953	6.00	288,027	6.00	288,027
30000059	Procurement Specialist	47,008	57,387	2.00	112,044	2.00	114,314	2.00	114,314
30000060	Procurement Specialist, Sr	55,307	70,138	3.00	190,116	3.00	202,504	3.00	202,504
30000471	Procurement Supervisor	62,629	83,637	3.00	249,877	3.00	250,884	3.00	250,884
30000464	Program Coordinator	59,634	79,518	5.00	328,059	5.00	338,573	5.00	338,573
30000465	Program Manager	62,629	83,637	1.00	62,628	1.00	62,628	1.00	62,628
30000463	Program Specialist	54,080	72,051	1.00	67,356	1.00	69,656	1.00	69,656
30000698	Property Acquisition & Services	62,629	83,637	2.00	162,294	2.00	165,355	2.00	165,355
30000473	Purchasing Manager	79,830	106,288	1.00	79,836	1.00	79,836	1.00	79,836
30000047	Reprographic Operator I	33,550	43,014	7.00	280,566	7.00	282,204	6.00	247,056
30000048	Reprographic Operator II	40,664	50,814	4.00	201,096	4.00	202,370	4.00	202,370
30000049	Reprographic Operator III	46,738	58,531	2.00	117,072	2.00	117,072	2.00	117,072
30000484	Risk Manager	79,830	106,288	1.00	101,526	1.00	105,194	1.00	105,194
30000482	Risk Specialist, Sr	59,634	79,518	3.00	229,338	3.00	232,221	3.00	232,221
30000483	Risk Supervisor	68,994	92,726	3.00	254,995	3.00	265,575	3.00	265,575
30000716	Spectator Facilities Manager	79,830	106,288	1.00	106,284	1.00	106,284	1.00	106,284
30000055	Storekeeper/Acquisition II:Auto Part	42,619	52,104	4.00	208,416	4.00	208,416	4.00	208,416
30000467	Stores System Supervisor I	54,080	72,051	1.00	63,552	1.00	65,939	1.00	65,939
30000457	Technology Svcs Contracts	59,634	79,518	1.00	79,524	1.00	79,524	1.00	79,524
30000131	Vehicle & Equipment Mechanic	51,355	55,806	48.00	2,652,264	48.00	2,652,264	48.00	2,652,264
30000132	Vehicle & Equipment Mechanic, Lead	53,851	58,552	2.00	112,404	2.00	112,404	2.00	112,404
30000706	Vehicle Acquisition Analyst	56,763	75,670	2.00	151,344	2.00	151,344	2.00	151,344
30000709	Vehicle Maintenance Superintendent	68,994	92,726	1.00	92,724	1.00	92,724	1.00	92,724
30000707	Vehicle Maintenance Supervisor I	56,763	75,670	4.00	272,604	4.00	279,772	4.00	279,772
30000708	Vehicle Maintenance Supervisor II	62,629	83,637	1.00	78,756	1.00	81,984	1.00	81,984
30000705	Vehicle Program Specialist	44,533	68,619	1.00	68,616	1.00	68,616	1.00	68,616
30000710	Vehicle Services Manager	85,800	116,293	1.00	116,292	1.00	116,292	1.00	116,292
30000123	Welder	50,835	55,224	3.00	161,280	3.00	161,280	3.00	161,280
30000479	Workers Comp/Disability Analyst	54,080	72,051	1.00	62,276	1.00	64,829	1.00	64,829
30000480	Workers Comp/Disability Analyst, Sr	59,634	79,518	2.00	142,872	2.00	145,470	2.00	145,470

Class	Title	Salary Range		Revised FY 2009-10		Requested FY 2010-11		Proposed FY 2010-11	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
TOTAL FULL-TIME POSITIONS				196.00	\$ 12,148,810	196.00	\$ 12,290,273	195.00	\$ 12,255,125
30000060	Procurement Specialist, Sr	55,307	70,138	1.00	70,140	0.00	0	2.00	125,448
30000464	Program Coordinator	59,634	79,518	0.00	0	0.00	0	1.00	78,504
30000463	Program Specialist	54,080	72,051	0.00	0	0.00	0	0.50	12,756
TOTAL LIMITED TERM POSITIONS				1.00	\$ 70,140	0.00	\$ 0	3.50	\$ 216,708

Internal Business Services

BUDGET DECISIONS

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

ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY 2010-11	98,792,104	0	98,792,104	196.00	FY 2010-11 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	Technical adjustment
Mayor's Proposed Budget Decisions					
	(591,704)	0	(591,704)	0.00	CityFleet Operating Fund
	(32,487)	0	(32,487)	(1.00)	Printing & Distribution Operating Fund
	(15,283)	0	(15,283)	0.00	Risk Management Funds
	144,297	0	144,297	0.00	Facilities Services Operating Fund
	(25,279)	290,436	265,157	3.50	Procurement Services
	(5,320)	0	(5,320)	0.00	OMF 1A Reductions
	(525,776)	290,436	(235,340)	2.50	Total FY 2010-11 Decision Packages
			\$ 98,556,764	198.50	Total Proposed Budget

Revenue Bureau

OVERVIEW

The Revenue Bureau was formed with the following goals:

- ◆ Improve the City's ability to respond to and effectively serve its customers whether in person, over the phone, or via the internet
- ◆ Create easier, more centralized access for the public, businesses, and other jurisdictions to do business with the City
- ◆ Continue its emphasis on revenue collection
- ◆ Achieve ongoing savings due to improvements in system delivery and process

The Revenue Bureau is composed of the following programs: Regulatory and Taxes and Revenue Collections. Through these programs, the bureau strives to provide outstanding service, to efficiently and equitably collect revenues to fund essential City services, and to provide regulatory oversight to promote safety and livability.

Revenue Bureau

SUMMARY OF DIVISION BUDGET

	Actual FY 2007-08	Actual FY 2008-09	Revised FY 2009-10	Requested FY 2010-11	Proposed FY 2010-11
RESOURCES					
External Revenues					
Taxes	3,274,500	3,927,818	3,284,270	3,284,270	3,284,270
Licenses and Permits	4,239,377	5,065,250	4,987,000	5,064,000	5,064,000
Charges for Services	331,906	37,510	60,000	18,000	18,000
Intergovernmental	1,890,669	1,312,291	874,937	856,552	856,552
Miscellaneous	122,813	132,410	133,523	122,023	122,023
Total External Revenues	9,859,265	10,475,279	9,339,730	9,344,845	9,344,845
Internal Revenues					
General Fund Discretionary	2,727,149	3,524,903	4,066,134	4,238,051	3,959,777
Fund Transfers - Revenue	0	0	735	0	0
Interagency Revenue	4,175,188	4,179,340	4,007,881	3,842,430	4,062,321
Total Internal Revenues	6,902,337	7,704,243	8,074,750	8,080,481	8,022,098
Beginning Fund Balance	301,180	534,859	239,472	494,692	494,692
TOTAL RESOURCES	\$ 17,062,782	\$ 18,714,381	\$ 17,653,952	\$ 17,920,018	\$ 17,861,635
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.					
EXPENDITURES					
Division Requirements					
Personal Services	5,159,446	5,169,151	5,493,113	5,760,372	5,789,599
External Materials & Services	9,027,045	9,207,768	9,568,012	9,108,659	8,977,723
Internal Materials & Services	2,331,559	2,772,833	2,404,763	2,514,502	2,557,660
Total Division Requirements	16,518,050	17,149,752	17,465,888	17,383,533	17,324,982
Fund Requirements					
Contingency	0	0	53,943	45,775	45,943
Fund Transfers - Expense	9,873	257,811	15,220	14,388	14,388
Unappropriated Fund Balance	534,859	1,306,818	118,901	476,322	476,322
Total Fund Requirements	544,732	1,564,629	188,064	536,485	536,653
TOTAL EXPENDITURES	\$ 17,062,782	\$ 18,714,381	\$ 17,653,952	\$ 17,920,018	\$ 17,861,635
PROGRAMS					
Business Solutions			1,091,706	0	0
License and Tax			14,798,573	16,414,347	16,355,796
License and Tax			729,455	0	0
Operations			21,282	0	0
Regulatory			824,872	969,186	969,186
TOTAL PROGRAMS	\$	\$	\$ 17,465,888	\$ 17,383,533	\$ 17,324,982
Note: Historical program information is not available due to the level at which budget figures were converted to the new EBS cost structure.					

Revenue Bureau

FTE SUMMARY

Class	Title	Salary Range		Revised FY 2009-10		Requested FY 2010-11		Proposed FY 2010-11			
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount		
30000062	Accountant I	37,606	52,499	1.00	52,500	1.00	52,500	1.00	52,500		
30000064	Accountant III	54,142	66,102	1.00	64,062	1.00	66,108	1.00	66,108		
30000434	Administrative Assistant	44,533	68,619	1.00	68,184	1.00	68,580	1.00	68,580		
30000437	Administrative Supervisor II	56,763	75,670	1.00	74,688	1.00	75,672	1.00	75,672		
30000448	Business Systems Analyst	56,763	75,670	4.00	285,534	4.00	295,510	4.00	295,510		
30000447	Business Systems Analyst, Assistant	44,533	68,619	2.00	94,346	2.00	96,392	2.00	96,392		
30000449	Business Systems Analyst, Sr	62,629	83,637	2.00	153,102	2.00	159,181	2.00	159,181		
30000017	Customer Accounts Specialist I	33,405	46,758	2.00	93,528	2.00	93,528	2.00	93,528		
30000568	Financial Analyst, Sr	62,629	83,637	1.00	78,396	1.00	80,808	1.00	80,808		
30000588	License & Tax Division Manager	79,830	106,288	1.00	106,284	1.00	106,284	1.00	106,284		
30000464	Program Coordinator	59,634	79,518	2.00	131,808	2.00	136,193	2.00	136,193		
30000466	Program Manager, Sr	74,214	98,862	1.00	98,868	1.00	98,868	1.00	98,868		
30001033	Regulatory Division Manager	74,214	98,862	1.00	87,444	1.00	91,032	1.00	91,032		
30000190	Regulatory Program Administrator	60,112	72,176	3.00	216,540	3.00	216,540	3.00	216,540		
30000189	Regulatory Program Specialist	41,829	53,768	2.00	101,115	2.00	103,596	2.00	103,596		
30000191	Revenue & Taxation Specialist I	33,405	43,430	5.00	213,732	5.00	216,572	5.00	216,572		
30000193	Revenue & Taxation Specialist III	41,829	53,768	4.00	203,148	4.00	203,148	4.00	203,148		
30000194	Revenue & Taxation Specialist IV	45,406	57,346	12.00	660,383	12.00	671,054	12.00	671,054		
30000196	Revenue & Taxation Specialist V	48,984	61,610	3.00	184,824	3.00	184,824	3.00	184,824		
30000586	Revenue Audit Supervisor	65,811	88,046	1.00	88,044	1.00	88,044	1.00	88,044		
30000405	Revenue Auditor, Sr	62,629	83,637	3.00	250,920	3.00	250,920	3.00	250,920		
30000413	Revenue Bureau Director	101,421	145,205	1.00	145,200	1.00	145,200	1.00	145,200		
30000443	Revenue Bureau Operations	79,830	106,288	1.00	106,284	1.00	106,284	1.00	106,284		
30000587	Tax Supervisor	62,629	83,637	1.00	83,640	1.00	83,640	1.00	83,640		
30000531	Training & Development Analyst	56,763	75,670	1.00	66,454	1.00	69,176	1.00	69,176		
TOTAL FULL-TIME POSITIONS						57.00	\$ 3,709,028	57.00	\$ 3,759,654	57.00	\$ 3,759,654
30000191	Revenue & Taxation Specialist I	33,405	43,430	1.00	35,945	1.00	37,092	1.00	37,092		
30000193	Revenue & Taxation Specialist III	41,829	53,768	1.00	42,428	1.00	43,272	1.00	43,272		
30000194	Revenue & Taxation Specialist IV	45,406	57,346	1.90	108,960	1.00	57,348	1.00	57,348		
30000196	Revenue & Taxation Specialist V	48,984	61,610	1.00	61,608	1.00	61,608	1.00	61,608		
30000404	Revenue Auditor	56,763	75,670	3.83	254,091	3.00	213,468	3.00	213,468		
TOTAL LIMITED TERM POSITIONS						8.73	\$ 503,032	7.00	\$ 412,788	7.00	\$ 412,788

Revenue Bureau

BUDGET DECISIONS

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

ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY 2010-11	16,514,965	0	16,514,965	57.00	FY 2010-11 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	0
Mayor's Proposed Budget Decisions					
	(33,013)	0	(33,013)	0.00	Reduce Business License Correspondence & Legal
	0	(10,232)	(10,232)	0.00	Hold Vacant RTS III Position
	(54,666)	0	(54,666)	0.00	External M&S Reduction
	0	232,782	232,782	0.00	Recover Excess Space Rent Costs
	0	207,411	207,411	2.00	Delinquent Collections Team
	0	110,234	110,234	1.00	Transient Lodgings Auditor
	0	205,903	205,903	2.00	Business License Tax Auditors
	0	151,598	151,598	2.00	Unlicensed Compliance
	(87,679)	897,696	810,017	7.00	Total FY 2010-11 Decision Packages
			\$ 17,324,982	64.00	Total Proposed Budget

Technology Services

OVERVIEW

The Bureau of Technology Services (BTS) provides leadership in the planning and management of the City's information technology (IT) and communications-related equipment, systems and services. BTS also provides these same services to many regional government agencies.

Technology Services Programs for FY 2010-11 are:

- ◆ Office of the Chief Technology Officer
- ◆ Administration & Support
- ◆ Business Solutions
- ◆ Customer Relations
- ◆ Information Security
- ◆ Infrastructure & Engineering
- ◆ Police IT
- ◆ Production Services
- ◆ Project Management Office
- ◆ Replacement
- ◆ Support Center

Technology Services

SUMMARY OF DIVISION BUDGET

	Actual FY 2007-08	Actual FY 2008-09	Revised FY 2009-10	Requested FY 2010-11	Proposed FY 2010-11
RESOURCES					
External Revenues					
Charges for Services	4,639,995	2,374,820	5,329,493	0	0
Intergovernmental	564,630	2,993,233	982,251	5,732,779	6,005,330
Bond & Note	0	10,313,363	0	0	0
Miscellaneous	1,586,182	1,097,224	1,348,700	0	0
Total External Revenues	6,790,807	16,778,640	7,660,444	5,732,779	6,005,330
Internal Revenues					
Fund Transfers - Revenue	6,398,584	522,107	191,725	0	0
Interagency Revenue	46,886,138	45,651,694	47,521,381	41,758,053	42,123,113
Total Internal Revenues	53,284,722	46,173,801	47,713,106	41,758,053	42,123,113
Beginning Fund Balance	34,234,628	29,784,249	23,094,252	19,880,260	19,880,260
TOTAL RESOURCES	\$ 94,310,157	\$ 92,736,690	\$ 78,467,802	\$ 67,371,092	\$ 68,008,703
<p>Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose. Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.</p>					
EXPENDITURES					
Division Requirements					
Personal Services	21,400,053	22,386,683	24,874,811	24,600,014	24,600,014
External Materials & Services	18,045,893	27,294,654	19,111,269	16,155,860	16,602,101
Internal Materials & Services	16,746,628	9,595,310	4,085,745	3,748,351	3,771,936
Capital Expenses	2,363,853	2,186,084	50,000	95,000	95,000
Total Division Requirements	58,556,427	61,462,731	48,121,825	44,599,225	45,069,051
Fund Requirements					
Contingency	0	0	20,661,480	18,961,273	19,129,058
Fund Transfers - Expense	1,598,640	2,066,366	7,868,746	1,942,114	1,942,114
Bond Expenses	4,554,944	5,229,942	1,815,751	1,868,480	1,868,480
Unappropriated Fund Balance	29,600,146	23,977,651	0	0	0
Total Fund Requirements	35,753,730	31,273,959	30,345,977	22,771,867	22,939,652
TOTAL EXPENDITURES	\$ 94,310,157	\$ 92,736,690	\$ 78,467,802	\$ 67,371,092	\$ 68,008,703
PROGRAMS					
Administration & Support			2,474,494	2,261,193	2,248,080
Business Solutions			9,358,486	8,779,407	8,791,825
Customer Relations			728,064	780,523	780,268
Information Security			764,238	846,474	1,182,495
Infrastructure & Engineering			17,634,109	16,692,535	16,800,245
Office of the Chief Technology Officer			1,037,348	745,573	778,003
Police IT			1,219,297	1,922,611	1,921,774
Production Services			6,016,988	3,260,143	3,258,525
Project Management Office			605,302	1,580,974	1,580,450
Replacement			180,058	972,637	972,637
Support Center			8,103,441	6,757,155	6,754,749
TOTAL PROGRAMS	\$	\$	\$ 48,121,825	\$ 44,599,225	\$ 45,069,051
<p>Note: Historical program information is not available due to the level at which budget figures were converted to the new EBS cost structure.</p>					

Technology Services

FTE SUMMARY

Class	Title	Salary Range		Revised FY 2009-10		Requested FY 2010-11		Proposed FY 2010-11	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000434	Administrative Assistant	44,533	68,619	1.00	72,876	1.00	72,876	1.00	72,876
30000433	Administrative Specialist, Sr	41,475	63,856	1.00	41,472	1.00	41,472	1.00	41,472
30000203	Applications Analyst II-Generalist	56,763	75,670	3.00	208,104	3.00	208,104	3.00	208,104
30000204	Applications Analyst III-Generalist	62,629	83,637	18.00	1,452,143	18.00	1,467,468	18.00	1,467,468
30000207	Applications Analyst IV-Generalist	65,811	88,046	10.00	755,964	10.00	771,732	10.00	771,732
30000206	Applications Analyst IV-	65,811	88,046	2.00	131,616	2.00	131,616	2.00	131,616
30001234	Applications Analyst IV-Web	65,811	88,046	1.00	33,243	1.00	34,611	1.00	34,611
30000448	Business Systems Analyst	56,763	75,670	1.00	56,772	1.00	58,324	1.00	58,324
30000602	CAD Software Engineer	74,214	98,862	2.00	185,424	1.00	113,868	1.00	113,868
30000411	Chief Technology Officer	114,026	163,426	1.00	157,284	1.00	162,404	1.00	162,404
30000832	Chief Technology Officer, Assistant	101,421	145,205	1.00	134,476	1.00	139,990	1.00	139,990
30000700	Communications Engineer	65,811	88,046	2.00	174,708	2.00	175,973	2.00	175,973
30000238	Communications Switch Technician	55,328	67,080	2.00	134,160	2.00	134,160	2.00	134,160
30000627	Communications Systems	74,214	98,862	1.00	98,868	1.00	98,868	1.00	98,868
30000624	Communications Systems Marketing	56,763	75,670	1.00	75,672	1.00	75,672	1.00	75,672
30000628	ComNet Operations Manager	92,186	128,752	1.00	125,304	1.00	127,887	1.00	127,887
30000626	ComNet Technical Project	62,629	83,637	1.00	83,629	1.00	83,640	1.00	83,640
30000234	Electronics Technician I:	47,258	57,366	4.00	229,488	4.00	229,488	4.00	229,488
30000236	Electronics Technician II: Commun	55,328	67,080	9.00	603,720	9.00	603,720	9.00	603,720
30000341	GIS Technician I	37,378	50,086	1.00	50,088	1.00	50,088	1.00	50,088
30000209	Inf Syst Analyst I-Telecomm	54,080	72,051	1.00	55,004	1.00	57,257	1.00	57,257
30000210	Inf Syst Analyst II-Generalist	56,763	75,670	24.00	1,652,481	24.00	1,680,660	24.00	1,680,660
30000211	Inf Syst Analyst II-Telecomm	56,763	75,670	4.00	300,636	4.00	302,004	4.00	302,004
30000213	Inf Syst Analyst III-Generalist	62,629	83,637	19.00	1,439,822	19.00	1,475,028	19.00	1,475,028
30000215	Inf Syst Analyst IV-Generalist	65,811	88,046	15.00	1,282,416	14.00	1,229,414	14.00	1,229,414
30001003	Inf Syst Analyst IV-Security	65,811	88,046	1.00	76,944	1.00	78,778	1.00	78,778
30000218	Inf Syst Analyst, Principal-Gen	74,214	98,862	24.00	2,282,315	26.00	2,446,495	26.00	2,446,495
30000217	Inf Syst Analyst, Principal-GIS	74,214	98,862	4.00	378,458	4.00	387,503	4.00	387,503
30000219	Inf Syst Analyst, Principal-Proj Mgmt	74,214	98,862	6.00	547,958	6.00	567,056	6.00	567,056
30000220	Inf Syst Analyst, Principal-Security	74,214	98,862	2.00	163,401	2.00	169,814	2.00	169,814
30000610	Inf Syst Mgr, Sr-Applications	85,800	116,293	2.00	217,344	2.00	220,794	2.00	220,794
30000612	Inf Syst Mgr, Sr-Corporate	85,800	116,293	1.00	85,800	1.00	85,800	1.00	85,800
30000613	Inf Syst Mgr, Sr-General	85,800	116,293	4.00	447,866	4.00	457,280	4.00	457,280
30000614	Inf Syst Mgr, Sr-Production	85,800	116,293	1.00	110,100	1.00	113,108	1.00	113,108
30000615	Inf Syst Mgr, Sr-Security	85,800	116,293	1.00	105,012	1.00	108,961	1.00	108,961
30001035	Inf Syst Mgr-Corporate Applications	79,830	106,288	1.00	106,284	1.00	106,284	1.00	106,284
30000607	Inf Syst Mgr-Generalist	79,830	106,288	2.00	212,568	2.00	212,568	2.00	212,568
30000608	Inf Syst Mgr-Network Manager	79,830	106,288	2.00	212,568	2.00	212,568	2.00	212,568
30001004	Inf Syst Mgr-Proj Mgmt	79,830	106,288	1.00	106,284	1.00	106,284	1.00	106,284
30000609	Inf Syst Mgr-Wide Area Network	79,830	106,288	1.00	106,284	1.00	106,284	1.00	106,284
30000604	Inf Syst Supvr-Bureau IS & GIS	74,214	98,862	2.00	187,200	2.00	190,824	2.00	190,824
30000605	Inf Syst Supvr-Generalist	74,214	98,862	8.00	748,020	7.00	692,304	7.00	692,304
30000199	Inf Syst Technician II	44,533	68,619	13.00	735,653	13.00	745,906	13.00	745,906
30000200	Inf Syst Technician III	54,080	72,051	4.00	277,344	4.00	281,030	4.00	281,030
30000618	IT Strategic Technology Planning	92,186	128,752	1.00	122,844	1.00	126,615	1.00	126,615
30000452	Management Analyst, Sr	62,629	83,637	1.00	62,628	1.00	62,628	1.00	62,628
30000012	Office Support Specialist II	31,138	43,430	1.00	43,428	1.00	43,428	1.00	43,428
30000013	Office Support Specialist III	39,832	51,272	3.00	145,068	2.00	103,319	2.00	103,319
30000622	SAP Architect- XI/PI	101,421	145,205	2.00	235,704	1.00	138,411	1.00	138,411
30000053	Storekeeper/Acquisition Specialist I	40,560	49,650	1.00	46,140	1.00	46,140	1.00	46,140
30000054	Storekeeper/Acquisition Specialist II	42,619	52,104	1.00	52,104	1.00	52,104	1.00	52,104
30000056	Storekeeper/Acquisition Specialist III	48,131	59,842	1.00	58,140	1.00	59,844	1.00	59,844
30000625	Technical Operations Supervisor	62,629	83,637	1.00	83,632	1.00	83,640	1.00	83,640
30000620	Technology Services Bureau	79,830	106,288	3.00	303,648	3.00	308,490	3.00	308,490
30000619	Technology Svcs Customer Service	85,800	116,293	1.00	116,292	1.00	116,292	1.00	116,292
TOTAL FULL-TIME POSITIONS					222.00 \$ 17,912,401	219.00 \$ 17,956,876	219.00 \$ 17,956,876		
30000204	Applications Analyst III-Generalist	62,629	83,637	0.63	36,588	0.63	37,963	0.63	37,963
TOTAL PART-TIME POSITIONS					0.63 \$ 36,588	0.63 \$ 37,963	0.63 \$ 37,963		

Technology Services

BUDGET DECISIONS

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

ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY 2010-11	45,923,916	0	45,923,916	222.63	FY 2010-11 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	Technical Adjustments
Mayor's Proposed Budget Decisions					
	0	(325,500)	(325,500)	0.00	800 MHz Major Maintenance Reduction
	0	(122,928)	(122,928)	(1.00)	BOEC Vertical Application Reduction
	0	(27,207)	(27,207)	0.00	Reclassification of SAP Architect
	0	(116,000)	(116,000)	0.00	Mainframe Maintenance Contract Reduction
	0	(109,259)	(109,259)	0.00	BTS Travel & Training Reduction
	0	(63,545)	(63,545)	(1.00)	Office Support Specialist Reduction
	0	(90,426)	(90,426)	(1.00)	Network/Email Account Admin Position Reduction
	0	(854,865)	(854,865)	(3.00)	Total FY 2010-11 Decision Packages
			\$ 45,069,051	219.63	Total Proposed Budget

Citywide Projects

OVERVIEW

This program includes the Public Safety Systems Revitalization Project (PSSRP), a critical public safety technology capital project which replaces and enhances several systems used by the City and its regional partners in support of emergency dispatch, law enforcement, and emergency rescue and in preparing for and responding to emergency incidents including wide scale disasters. Projects include:

- ◆ Computer Aided Dispatch (CAD), used for emergency dispatch functions for City bureaus including Police and Fire and Rescue as well as several external agencies such as the Port of Portland and the cities of Gresham and Fairview.
- ◆ Portland Police Data System (PPDS), a legacy Police Records Management System used by the Portland Police Bureau as well as many local and state law enforcement agencies.
- ◆ 800 MHz Public Safety Radio System, which provides voice and data services to over 10,000 individual users across the City of Portland as well as for regional public safety partners.
- ◆ Portland Fire & Rescue Systems, which provide operational support of fire and rescue services.

Citywide Projects

SUMMARY OF DIVISION BUDGET

	Actual FY 2007-08	Actual FY 2008-09	Revised FY 2009-10	Requested FY 2010-11	Proposed FY 2010-11
RESOURCES					
External Revenues					
Intergovernmental	0	4,110	1,021,858	0	500,000
Bond & Note	0	0	8,855,000	0	0
Miscellaneous	0	0	41,415	0	0
Total External Revenues	0	4,110	9,918,273	0	500,000
Internal Revenues					
General Fund Discretionary	0	237,850	1,615,694	2,655,802	2,653,400
Fund Transfers - Revenue	6,240	7,374,594	16,604,453	534,279	534,279
Interagency Revenue	14,497,645	5,469,361	0	0	0
Total Internal Revenues	14,503,885	13,081,805	18,220,147	3,190,081	3,187,679
Beginning Fund Balance	0	0	3,021,399	13,192,750	13,192,750
TOTAL RESOURCES	\$ 14,503,885	\$ 13,085,915	\$ 31,159,819	\$ 16,382,831	\$ 16,880,429
<p>Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose. Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.</p>					
EXPENDITURES					
Division Requirements					
Personal Services	2,424,404	2,467,156	1,112,226	1,234,434	1,234,434
External Materials & Services	6,896,978	7,831,280	14,237,632	3,872,090	4,372,090
Internal Materials & Services	5,131,043	894,120	1,081,077	1,674,874	1,672,472
Capital Expenses	51,460	3,740	0	25,000	25,000
Total Division Requirements	14,503,885	11,196,296	16,430,935	6,806,398	7,303,996
Fund Requirements					
Contingency	0	0	13,192,750	7,864,654	7,864,654
Fund Transfers - Expense	0	0	163,500	534,279	534,279
Bond Expenses	0	0	1,372,634	1,177,500	1,177,500
Unappropriated Fund Balance	0	1,889,619	0	0	0
Total Fund Requirements	0	1,889,619	14,728,884	9,576,433	9,576,433
TOTAL EXPENDITURES	\$ 14,503,885	\$ 13,085,915	\$ 31,159,819	\$ 16,382,831	\$ 16,880,429
PROGRAMS					
Public Safety Systems Revitalization			16,430,935	6,806,398	7,303,996
TOTAL PROGRAMS	\$	\$	\$ 16,430,935	\$ 6,806,398	\$ 7,303,996
<p>Note: Historical program information is not available due to the level at which budget figures were converted to the new EBS cost structure.</p>					

Citywide Projects

FTE SUMMARY

Class	Title	Salary Range		Revised FY 2009-10		Requested FY 2010-11		Proposed FY 2010-11	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000218	Inf Syst Analyst, Principal-Gen	74,214	98,862	2.00	148,440	2.00	148,440	2.00	148,440
30000219	Inf Syst Analyst, Principal-Proj Mgmt	74,214	98,862	1.00	74,220	1.00	74,220	1.00	74,220
30000607	Inf Syst Mgr-Generalist	79,830	106,288	1.00	79,836	1.00	106,284	1.00	106,284
30000451	Management Analyst	56,763	75,670	1.00	56,760	1.00	56,760	1.00	56,760
30000453	Management Analyst, Principal	74,214	98,862	1.00	74,220	1.00	74,220	1.00	74,220
30001031	Technology Capital Project Manager I	85,800	116,293	3.00	304,896	3.00	311,820	3.00	311,820
30001032	Technology Capital Project Manager	101,421	145,205	1.00	135,174	1.00	140,670	1.00	140,670
TOTAL FULL-TIME POSITIONS				10.00	\$ 873,546	10.00	\$ 912,414	10.00	\$ 912,414

Citywide Projects

BUDGET DECISIONS

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

ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY 2010-11	7,336,576	0	7,336,576	10.00	FY 2010-11 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	(15,090)	(15,088)	(30,178)	0.00	External Materials & Services Reduction
	(2,402)	0	(2,402)	0.00	OMF IA Reduction
	(17,492)	(15,088)	(32,580)	0.00	Total FY 2010-11 Decision Packages
			\$ 7,303,996	10.00	Total Proposed Budget

Enterprise Business Solution Services

OVERVIEW

The Enterprise Business Solution (EBS) Services division implements, maintains and continuously improves the City's SAP integrated resource planning system. SAP replaced the City's 20-year old IBIS system. The EBS division provides functional (currently financial, human resources), technical, communications, change management, training and administrative services in support of the new EBS system. The division currently supports 1,500 financial system end-users and at least 1,200 human resources/payroll end-users in 28 business groups in executing the following critical business processes:

Procure-to-pay Process

- ◆ Purchasing
- ◆ Contracts
- ◆ Accounts payable

Billings and Receivables

- ◆ Accounts receivables
- ◆ Cash management

Financial and Budget

- ◆ Financial reporting
- ◆ Financial analysis
- ◆ Fund management
- ◆ Fixed assets
- ◆ Grant management
- ◆ Project accounting

Hire-to-Separation Process

- ◆ Organizational management
- ◆ Personnel administration

Payroll

- ◆ Payroll
- ◆ Time management

Benefits Management

- ◆ PERS, TRIP, deferred comp and health fund deductions

Enterprise Business Solution Services

SUMMARY OF DIVISION BUDGET

	Actual FY 2007-08	Actual FY 2008-09	Revised FY 2009-10	Requested FY 2010-11	Proposed FY 2010-11
RESOURCES					
External Revenues					
Bond & Note	0	0	11,500,000	0	0
Miscellaneous	0	42,868	0	11,921	11,921
Total External Revenues	0	42,868	11,500,000	11,921	11,921
Internal Revenues					
General Fund Discretionary	7,073	36,942	1,543,469	0	0
General Fund Overhead	0	2,246,378	4,430,659	0	0
Fund Transfers - Revenue	0	7,754,570	14,872,944	0	0
Interagency Revenue	0	0	0	10,777,104	10,777,104
Total Internal Revenues	7,073	10,037,890	20,847,072	10,777,104	10,777,104
Beginning Fund Balance	0	0	2,317,367	2,403,729	2,403,729
TOTAL RESOURCES	\$ 7,073	\$ 10,080,758	\$ 34,664,439	\$ 13,192,754	\$ 13,192,754
<p>Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose. Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.</p>					
EXPENDITURES					
Division Requirements					
Personal Services	0	61,274	2,257,383	2,076,711	2,075,559
External Materials & Services	0	447,009	4,229,640	1,569,800	1,447,952
Internal Materials & Services	7,073	2,369,554	4,399,143	3,971,812	4,189,667
Total Division Requirements	7,073	2,877,837	10,886,166	7,618,323	7,713,178
Fund Requirements					
Contingency	0	0	1,780,182	1,413,514	1,318,659
Fund Transfers - Expense	0	4,891,570	5,970,891	44,967	44,967
Bond Expenses	0	0	16,027,200	4,115,950	4,115,950
Unappropriated Fund Balance	0	2,311,351	0	0	0
Total Fund Requirements	0	7,202,921	23,778,273	5,574,431	5,479,576
TOTAL EXPENDITURES	\$ 7,073	\$ 10,080,758	\$ 34,664,439	\$ 13,192,754	\$ 13,192,754
PROGRAMS					
EBS Services			10,886,166	7,618,323	7,713,178
TOTAL PROGRAMS	\$	\$	\$ 10,886,166	\$ 7,618,323	\$ 7,713,178

Note: Historical program information is not available due to the level at which budget figures were converted to the new EBS cost structure.

Enterprise Business Solution Services

FTE SUMMARY

Class	Title	Salary Range		Revised FY 2009-10		Requested FY 2010-11		Proposed FY 2010-11	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000063	Accountant II	49,171	60,070	1.00	49,176	0.00	0	0.00	0
30000434	Administrative Assistant	44,533	68,619	1.00	57,159	1.00	59,499	1.00	59,499
30000449	Business Systems Analyst, Sr	62,629	83,637	10.00	739,145	10.00	758,264	10.00	758,264
30000452	Management Analyst, Sr	62,629	83,637	1.00	74,089	1.00	77,134	1.00	77,134
30001233	SAP Support Manager	92,186	128,752	1.00	92,184	1.00	92,184	1.00	92,184
30000531	Training & Development Analyst	56,763	75,670	1.00	56,954	1.00	59,290	1.00	59,290
TOTAL FULL-TIME POSITIONS				15.00	\$ 1,068,707	14.00	\$ 1,046,371	14.00	\$ 1,046,371
30000206	Applications Analyst IV-	65,811	88,046	0.00	0	1.00	87,000	1.00	87,000
30000449	Business Systems Analyst, Sr	62,629	83,637	0.00	0	3.00	219,384	3.00	219,384
30000616	Enterprise Business Systems Project	110,614	147,410	1.00	146,616	0.00	0	0.00	0
30000452	Management Analyst, Sr	62,629	83,637	0.00	0	2.00	146,256	2.00	146,256
TOTAL LIMITED TERM POSITIONS				1.00	\$ 146,616	6.00	\$ 452,640	6.00	\$ 452,640

Enterprise Business Solution Services

BUDGET DECISIONS

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

ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY 2010-11	7,956,808	0	7,956,808	14.00	FY 2010-11 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	0	(163,526)	(163,526)	0.00	Space Rental Reduction
	0	(60,904)	(60,904)	0.00	EBS Training Carryover
	0	(19,200)	(19,200)	0.00	External Materials & Services
	0	0	0	5.00	Functional Staff Add
	0	0	0	1.00	Business Objects Support
	0	(243,630)	(243,630)	6.00	Total FY 2010-11 Decision Packages
			\$ 7,713,178	20.00	Total Proposed Budget

Special Appropriations

OVERVIEW

Special appropriations are primarily used for General Fund expenditures that are not specific to a bureau and often provide Citywide benefit. These include payments to non-City agencies, funding for some City programs, and some City set-asides. Some special appropriations are one-time allocations while others are ongoing.

Summary of Budget Decisions

The FY 2010-11 Proposed Budget includes eight ongoing and six one-time special appropriations totaling \$11.3 million.

The following section provides a brief overview of all the special appropriations for FY 2010-11. See the special appropriations budget decisions table at the end of the chapter for a list of the FY 2010-11 special appropriations changes.

Community Development Service Area

Clean and Safe

This special appropriation provides \$19,986 in ongoing resources to support the City's share of the downtown Business Improvement District. This special appropriation will supplement charges to downtown property owners. The funds are used for guides, marketing strategies, enhanced security, and street cleaning services in the downtown area. This appropriation will be administered by the Mayor's Office.

Downtown Services

This special appropriation provides \$1,076,090 in ongoing resources to keep downtown Portland a safe and attractive center for people and businesses. Contracted services include bicycle patrol, public restroom cleaning in the downtown parks, and Pioneer Courthouse Square security. The appropriation also funds an interagency with Portland Parks & Recreation to maintain flower pots along the transit mall and light rail corridor. This appropriation accomplishes different work than the Clean and Safe special appropriation.

Free Tax Preparation for Families and Individuals

This special appropriation provides \$75,000 in one-time resources to go to CASH Oregon to provide free tax preparation for families and individuals. CASH Oregon focuses their outreach, publicity, and services to target lower income (less than \$40,000 income, the approximate ceiling for the Earned Income Tax Credit) individuals and families, including seniors. These funds will be administered by the Mayor's office.

Oregon Food Bank

This special appropriation provides \$50,000 in one-time resources to support food purchases for the Oregon Food Bank. Oregon's economic downturn is severely impacting access to adequate nutrition and food in the community. Food pantries report seeing more new families who have never accessed the emergency food system before.

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

East Portland Action Plan

This funding provides \$279,692 in one-time resources to support a limited term position to conduct the East Portland Action Plan and grants to community organizations to implement plan elements.

Mental Crisis Program

This program includes \$400,000 for mental crisis services and \$140,000 for Multnomah County Mental Crisis Center. Both of these amounts are one-time resources in FY 2010-11.

City Memberships and Dues

This special appropriation provides \$113,260 in ongoing resources to fund the costs related to the City's memberships in various organizations to which the City subscribes as a municipality. This appropriation will be administered by the Office of Management and Finance.

Compensation Set-Aside

This special appropriation is a set-aside for General Fund adjustments to salaries for City employees, based on projected inflation. These funds are distributed as necessary to bureaus during the spring budget monitoring process each fiscal year. The amount estimated for FY 2010-11 is \$4,197,278.

COPPEA Training

This \$12,834 ongoing allocation is for a training set-aside in accordance with the City's labor agreement with the City of Portland Professional Employee Association (COPPEA).

Council Emergency Fund

This is a fixed, annual appropriation of \$5,188 for use by the Mayor and Commissioners as specified in the City Charter. This appropriation will be administered by the Mayor's Office.

Leaders Roundtable

This special appropriation provides \$13,895 in ongoing resources to fund the City's share of support for an advisory group of community leaders that are convened to coordinate and improve interrelated services, attended by staff from the Mayor's Office. This appropriation will be administered by the Mayor's Office.

Mayor's Secret Service Fund

This special appropriation provides an annual amount of \$2,085 for the Mayor's Secret Service Fund as identified in Article 1 of the City Charter, section 2-105. This appropriation will be administered by the Mayor's Office.

**Parks, Recreation, and
Culture Service Area**

Regional Arts and Culture Council (RACC)

RACC's base budget includes a total of \$3,639,381 ongoing funding and \$200,000 one-time funding for Work for Art.

Portland Rose Festival

This program will provide \$75,000 in one-time funding to offset various bureau costs related to the Rose Festival event.

Roosevelt Athletic Complex

This \$200,000 allocation is for improving the Roosevelt Athletic Complex.

Special Appropriations

SUMMARY OF DIVISION BUDGET

	Actual FY 2007-08	Actual FY 2008-09	Revised FY 2009-10	Requested FY 2010-11	Proposed FY 2010-11
RESOURCES					
External Revenues					
Miscellaneous	0	8,123	0	0	0
Total External Revenues	0	8,123	0	0	0
Internal Revenues					
General Fund Discretionary	10,650,609	11,726,884	20,179,970	9,690,240	11,119,922
General Fund Overhead	0	160,494	152,418	143,555	143,555
Fund Transfers - Revenue	100,000	0	0	0	0
Interagency Revenue	136,204	89,478	275,921	0	0
Total Internal Revenues	10,886,813	11,976,856	20,608,309	9,833,795	11,263,477
TOTAL RESOURCES	\$ 10,886,813	\$ 11,984,979	\$ 20,608,309	\$ 9,833,795	\$ 11,263,477
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.					
EXPENDITURES					
Division Requirements					
Personal Services	19,161	624	0	79,692	79,692
External Materials & Services	10,864,778	11,876,955	20,433,324	9,644,103	11,083,785
Internal Materials & Services	2,874	107,400	174,985	110,000	100,000
Total Division Requirements	10,886,813	11,984,979	20,608,309	9,833,795	11,263,477
Fund Requirements					
TOTAL EXPENDITURES	\$ 10,886,813	\$ 11,984,979	\$ 20,608,309	\$ 9,833,795	\$ 11,263,477

Special Appropriations

BUDGET DECISIONS

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

ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY 2010-11	8,812,458	0	8,812,458	0.00	FY 2010-11 Current Appropriation Level
CAL Adjustments					
	0	1,421,684	1,421,684	0.00	Increase Compensation Set-aside
Mayor's Proposed Budget Decisions					
	(110,485)	(36,828)	(147,313)	0.00	RACC Budget Reduction
	(32,283)	(10,761)	(43,044)	0.00	Downtown Services Reduction
	0	50,000	50,000	0.00	Oregon Food Bank
	0	279,692	279,692	1.00	East Portland Action Plan
	0	200,000	200,000	0.00	Roosevelt Athletic Complex
	0	540,000	540,000	0.00	Mental Crisis Center
	0	75,000	75,000	0.00	Rose Festival
	0	75,000	75,000	0.00	CASH - Free Tax Preparation
	(142,768)	2,593,787	2,451,019	1.00	Total FY 2010-11 Decision Packages
			\$ 11,263,477	1.00	Total Proposed Budget

Office of the Mayor

Legislative, Administrative, and Support Service Area

Mayor Sam Adams, Commissioner-in-Charge

Bureau Summary

BUREAU OVERVIEW

The Mayor's Office is the central hub for all City business and affairs. The FY 2010-11 Proposed Budget for the Mayor's Office reflects this by dedicating staff and programs to address the concerns of Portland residents and City bureaus.

Bureau Assignments

Mayor Adams is responsible for the following bureau assignments:

- ◆ Bureau of Transportation (PBOT)
- ◆ Bureau of Planning and Sustainability (BPS)
- ◆ Office of the City Attorney
- ◆ Office of Government Relations
- ◆ Office of International Affairs
- ◆ Office of Management and Finance
- ◆ Portland Development Commission (PDC)
- ◆ Portland Office of Emergency Management

In addition, the Mayor has the following liaison responsibilities:

- ◆ Portland Neighborhood Business Associations (APNBA)
- ◆ Business Licenses Board of Appeals
- ◆ Design Commission
- ◆ Education Advocate
- ◆ Education Cabinet
- ◆ International Council on Local Environmental Initiatives (ICLEI)
- ◆ Joint Policy Advisory Committee on Transportation (JPACT)
- ◆ League of Oregon Cities - with Commissioner Fritz
- ◆ Metro Policy Advisory Committee
- ◆ Metro Solid Waste Advisory Committee
- ◆ Metropolitan Exposition and Recreation Commission (MERC)
- ◆ Multnomah Youth Commission (MYC)
- ◆ Office of Film & Video
- ◆ Planning Commission
- ◆ Portland Mall Management Inc. (PMMI)

- ◆ Portland Multnomah Progress Board
- ◆ Portland Streetcar, Inc.
- ◆ Regional Arts & Culture Council (RACC)
- ◆ Regional Emergency Management Group (REMG)
- ◆ Royal Rosarians
- ◆ Small Business Advisory Council (SBAC)
- ◆ Sustainable Development Commission
- ◆ Visitors Development Fund
- ◆ Workforce Development Board

SUMMARY OF BUDGET DECISIONS

Reduction Packages One-time External Materials & Services and Program Reduction

This decision package achieves a 1% one-time reduction, including a \$2,000 reduction in Office Supplies and a \$8,144 reduction in the Education Program.

Ongoing External Materials & Services and Program Reduction

This decision package achieves a 3% ongoing reduction, including a \$5,000 reduction in Miscellaneous Services and a \$25,432 reduction in the Education Program.

Add Packages Education Program

This decision package adds \$618,750 in one-time General Fund discretionary funding for education-related programs and services. This request has four components:

- ◆ Summer Youth Connect to continue funding of interventions to increase graduation and post-secondary access through career planning and work experience
- ◆ Education Strategy Support to provide general support for the Education Cabinet and Annual Education Summit
- ◆ Youth Engagement to continue the Multnomah Youth Commission and expand youth program aides beyond the Youth Planner Program
- ◆ Future Connect Scholarship program to provide scholarship grants for the first two years of study at Portland or Mt. Hood Community Colleges

	Actual FY 2007-08	Actual FY 2008-09	Revised FY 2009-10	Requested FY 2010-11	Proposed FY 2010-11
RESOURCES					
External Revenues					
Intergovernmental	0	117,882	108,902	119,212	119,212
Miscellaneous	0	76,524	0	0	0
Total External Revenues	0	194,406	108,902	119,212	119,212
Internal Revenues					
General Fund Discretionary	1,572,852	911,088	1,393,631	1,921,573	1,587,816
General Fund Overhead	843,672	867,573	968,548	994,610	994,610
Interagency Revenue	316,934	422,611	519,544	524,830	494,179
Total Internal Revenues	2,733,458	2,201,272	2,881,723	3,441,013	3,076,605
TOTAL RESOURCES	\$ 2,733,458	\$ 2,395,678	\$ 2,990,625	\$ 3,560,225	\$ 3,195,817

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.

EXPENDITURES					
Bureau Requirements					
Personal Services	1,783,238	1,651,868	1,930,817	2,159,394	1,981,424
External Materials & Services	408,258	302,878	680,688	962,283	886,602
Internal Materials & Services	541,962	440,932	379,120	438,548	327,791
Total Bureau Requirements	2,733,458	2,395,678	2,990,625	3,560,225	3,195,817
Fund Requirements					
TOTAL EXPENDITURES	\$ 2,733,458	\$ 2,395,678	\$ 2,990,625	\$ 3,560,225	\$ 3,195,817

PROGRAMS					
Mayor's Office			2,884,291	3,560,225	3,195,817
Mayor's Office			106,334	0	0
TOTAL PROGRAMS	\$	\$	\$ 2,990,625	\$ 3,560,225	\$ 3,195,817

Note: Historical program information is not available due to the level at which budget figures were converted to the new EBS cost structure.

Office of the Mayor

FTE SUMMARY

Class	Title	Salary Range		Revised FY 2009-10		Requested FY 2010-11		Proposed FY 2010-11	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000004	Commissioner's Admin Support	36,046	55,494	2.00	95,196	2.00	95,196	2.00	95,196
30000005	Commissioner's Staff Rep	45,781	83,658	18.00	1,036,704	19.00	1,111,704	18.00	1,036,704
30000001	Mayor	121,451	121,451	1.00	121,452	1.00	121,452	1.00	121,452
30000008	Mayor's Chief of Staff	88,587	110,698	1.00	99,636	1.00	99,636	1.00	99,636
30000007	Mayor's Deputy Chief of Staff	73,570	91,936	1.00	82,776	1.00	82,776	1.00	82,776
TOTAL FULL-TIME POSITIONS				23.00	\$ 1,435,764	24.00	\$ 1,510,764	23.00	\$ 1,435,764

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

ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY 2010-11	2,653,051	0	2,653,051	23.00	FY 2010-11 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	(30,432)	(10,144)	(40,576)	0.00	OMF interagency savings
	(4,757)	0	(4,757)	0.00	4% cut - Summer Youth Employment & M&S
	0	618,750	618,750	0.00	Education Program
	(30,651)	0	(30,651)	0.00	Reduce IA with BPS - position savings
	(65,840)	608,606	542,766	0.00	Total FY 2010-11 Decision Packages
			\$ 3,195,817	23.00	Total Proposed Budget

Commissioner of Public Affairs

Legislative, Administrative, and Support Service Area

Dan Saltzman, Commissioner-in-Charge

Bureau Summary

BUREAU OVERVIEW

Overview

The Office of the Commissioner of Public Affairs is charged with legislative and administrative responsibilities in accordance with the provisions of the Portland City Charter. The Commissioner is one of five nonpartisan City Council members and participates in the enactment and enforcement of City laws and policies that promote a viable, livable, and sustainable city. The Commissioner also provides leadership and management oversight for a portfolio of City bureaus.

Bureau Assignments

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

- ◆ Portland Police Bureau
- ◆ Bureau of Environmental Services
- ◆ Bureau of Fire & Police Disability & Retirement

In addition, the Commissioner has the following liaison responsibilities:

- ◆ Children's Investment Fund
- ◆ Civil Service Board
- ◆ Office of Youth Violence Prevention
- ◆ Local Public Safety Coordinating Council
- ◆ Community Action to Reduce Substance Abuse
- ◆ Travel Portland

SUMMARY OF BUDGET DECISIONS

Summary of Budget Decisions

The Commissioner's office requested two decision packages that were accepted in the Mayor's proposed Budget.

Reduction Packages

Hold Position Vacant

This decision package achieves a 1% one-time reduction. It holds a current position vacant for approximately two months to reduce Personal Services by \$9,228 in General Fund discretionary.

Ongoing External Materials & Services Reduction

This decision package achieves a 3% ongoing reduction totalling \$27,684 in General Fund discretionary by reducing Miscellaneous Services.

Commissioner of Public Affairs

SUMMARY OF BUREAU BUDGET

	Actual FY 2007-08	Actual FY 2008-09	Revised FY 2009-10	Requested FY 2010-11	Proposed FY 2010-11
RESOURCES					
External Revenues					
Taxes	13,260,137	242,451	13,129,838	13,813,782	13,813,782
Intergovernmental	0	0	153,000	0	0
Miscellaneous	736,837	365,619	0	0	0
Total External Revenues	13,996,974	608,070	13,282,838	13,813,782	13,813,782
Internal Revenues					
General Fund Discretionary	276,551	419,362	3,144,871	885,875	883,653
General Fund Overhead	399,782	421,667	680,818	1,184,741	1,184,741
Interagency Revenue	0	113,946	0	227,892	227,892
Total Internal Revenues	676,333	954,975	3,825,689	2,298,508	2,296,286
Beginning Fund Balance	12,811,708	15,870,778	4,551,687	4,875,468	4,875,468
TOTAL RESOURCES	\$ 27,485,015	\$ 17,433,823	\$ 21,660,214	\$ 20,987,758	\$ 20,985,536
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.					
EXPENDITURES					
Bureau Requirements					
Personal Services	878,363	1,115,090	1,424,704	1,603,333	1,603,333
External Materials & Services	10,472,306	9,657,471	16,361,195	16,756,584	16,756,584
Internal Materials & Services	238,568	185,067	238,919	172,806	170,140
Capital Expenses	0	0	1,320,000	0	0
Total Bureau Requirements	11,589,237	10,957,628	19,344,818	18,532,723	18,530,057
Fund Requirements					
Contingency	0	0	980,000	2,430,035	2,430,479
Fund Transfers - Expense	25,000	25,000	25,000	25,000	25,000
Unappropriated Fund Balance	15,870,778	6,451,195	1,310,396	0	0
Total Fund Requirements	15,895,778	6,476,195	2,315,396	2,455,035	2,455,479
TOTAL EXPENDITURES	\$ 27,485,015	\$ 17,433,823	\$ 21,660,214	\$ 20,987,758	\$ 20,985,536
PROGRAMS					
Children's Investment Fund			15,366,129	16,234,215	16,233,771
Commissioner's Office			3,792,091	2,298,508	2,296,286
Duplicating			(38,494)	0	0
Mayor's Office			225,092	0	0
TOTAL PROGRAMS	\$	\$	\$ 19,344,818	\$ 18,532,723	\$ 18,530,057
Note: Historical program information is not available due to the level at which budget figures were converted to the new EBS cost structure.					

Commissioner of Public Affairs

FTE SUMMARY

Class	Title	Salary Range		Revised FY 2009-10		Requested FY 2010-11		Proposed FY 2010-11	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000002	Commissioner	102,294	102,294	1.00	102,300	1.00	102,300	1.00	102,300
30000004	Commissioner's Admin Support	36,046	55,494	4.00	157,404	4.00	157,404	4.00	157,404
30000006	Commissioner's Chief of Staff	77,730	103,314	1.00	92,496	1.00	92,496	1.00	92,496
30000005	Commissioner's Staff Rep	45,781	83,658	7.00	462,372	7.00	462,372	7.00	462,372
TOTAL FULL-TIME POSITIONS				13.00	\$ 814,572	13.00	\$ 814,572	13.00	\$ 814,572
30000010	Children Fund Commissioner's Staff	74,214	98,862	0.90	46,752	0.70	56,530	0.70	56,530
30000009	Children Fund Commissnr's Support	44,533	68,619	0.90	49,116	0.80	56,396	0.80	56,396
TOTAL PART-TIME POSITIONS				1.80	\$ 95,868	1.50	\$ 112,926	1.50	\$ 112,926
30000010	Children Fund Commissioner's Staff	74,214	98,862	2.70	183,061	2.30	215,444	2.30	215,444
TOTAL LIMITED TERM POSITIONS				2.70	\$ 183,061	2.30	\$ 215,444	2.30	\$ 215,444

Commissioner of Public Affairs

BUDGET DECISIONS

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

ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY 2010-11	18,569,635	0	18,569,635	16.80	FY 2010-11 Current Appropriation Level
CAL Adjustments	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	(27,684)	(9,228)	(36,912)	0.00	4% cut - vacancy savings and M&S
	(2,666)	0	(2,666)	0.00	OMF interagency savings
	(30,350)	(9,228)	(39,578)	0.00	Total FY 2010-11 Decision Packages
			\$ 18,530,057	16.80	Total Proposed Budget

Commissioner of Public Safety

Legislative, Administrative, and Support Service Area

Randy Leonard, Commissioner-in-Charge

Bureau Summary

BUREAU OVERVIEW

Overview

The Office of the Commissioner of Public Safety is charged with legislative and administrative responsibilities in accordance with the provisions of the City of Portland Charter. The Commissioner is one of five nonpartisan City Council members and participates in the enactment and enforcement of City laws and policies that promote a livable and sustainable city. The Commissioner also provides leadership and management oversight for a portfolio of City bureaus.

Bureau Assignments

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

- ◆ Water Bureau
- ◆ Portland Fire & Rescue
- ◆ Bureau of Development Services

In addition, the Commissioner has the following liaison responsibilities:

- ◆ Rose Festival Association
- ◆ Regional Water Consortium Board
- ◆ Water Quality Advisory Committee
- ◆ Portland Utility Review Board
- ◆ Design Commission
- ◆ Historic Landmarks Commission
- ◆ Adjustment Committee
- ◆ Building Board of Appeals
- ◆ Taxicab Board of Review
- ◆ Towing Board of Review
- ◆ Multnomah County Animal Control

SUMMARY OF BUDGET DECISIONS

Summary of Budget Decisions

The Commissioner's office requested two decision packages that were accepted in the Mayor's proposed Budget.

Reduction Packages

External Materials & Services Reduction

This decision package achieves a 1% General Fund one-time reduction in External Materials & Services of \$3,342.

External Materials & Services and Personal Services Ongoing Reductions

The package achieves a 3% General Fund ongoing reduction; \$6,027 from Other Commodities and Local Travel, and \$4,000 from seasonal staff aides.

Commissioner of Public Safety

SUMMARY OF BUREAU BUDGET

	Actual FY 2007-08	Actual FY 2008-09	Revised FY 2009-10	Requested FY 2010-11	Proposed FY 2010-11
RESOURCES					
External Revenues					
Internal Revenues					
General Fund Discretionary	392,499	281,430	302,973	320,855	318,943
General Fund Overhead	387,894	408,720	433,497	431,773	431,773
Total Internal Revenues	780,393	690,150	736,470	752,628	750,716
TOTAL RESOURCES	\$ 780,393	\$ 690,150	\$ 736,470	\$ 752,628	\$ 750,716
<p>Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose. Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.</p>					
EXPENDITURES					
Bureau Requirements					
Personal Services	553,045	556,891	598,140	620,655	620,655
External Materials & Services	111,887	9,855	14,130	19,911	19,911
Internal Materials & Services	115,461	123,404	124,200	112,062	110,150
Total Bureau Requirements	780,393	690,150	736,470	752,628	750,716
Fund Requirements					
TOTAL EXPENDITURES	\$ 780,393	\$ 690,150	\$ 736,470	\$ 752,628	\$ 750,716
PROGRAMS					
Commissioner's Office			736,470	752,628	750,716
TOTAL PROGRAMS	\$	\$	\$ 736,470	\$ 752,628	\$ 750,716
<p>Note: Historical program information is not available due to the level at which budget figures were converted to the new EBS cost structure.</p>					

Commissioner of Public Safety

FTE SUMMARY

Class	Title	Salary Range		Revised FY 2009-10		Requested FY 2010-11		Proposed FY 2010-11	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000002	Commissioner	102,294	102,294	1.00	102,300	1.00	102,300	1.00	102,300
30000004	Commissioner's Admin Support	36,046	55,494	1.00	40,020	1.00	40,020	1.00	40,020
30000006	Commissioner's Chief of Staff	77,730	103,314	1.00	103,308	1.00	103,308	1.00	103,308
30000005	Commissioner's Staff Rep	45,781	83,658	3.00	191,184	3.00	191,184	3.00	191,184
TOTAL FULL-TIME POSITIONS						6.00	\$ 436,812	6.00	\$ 436,812
30000005	Commissioner's Staff Rep	45,781	83,658	0.39	19,260	0.39	19,260	0.39	19,260
TOTAL PART-TIME POSITIONS						0.39	\$ 19,260	0.39	\$ 19,260

Commissioner of Public Safety

BUDGET DECISIONS

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

ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY 2010-11	765,997	0	765,997	6.39	FY 2010-11 Current Appropriation Level
CAL Adjustments	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	(10,027)	(3,342)	(13,369)	0.00	4% cut - seasonal staff and M&S
	(1,912)	0	(1,912)	0.00	OMF interagency savings
	(11,939)	(3,342)	(15,281)	0.00	Total FY 2010-11 Decision Packages
			\$ 750,716	6.39	Total Proposed Budget

Commissioner of Public Utilities

Legislative, Administrative, and Support Service Area

Amanda Fritz, Commissioner-in-Charge

Bureau Summary

BUREAU OVERVIEW

Overview

The Office of the Commissioner of Public Utilities is charged with legislative and administrative responsibilities in accordance with the provisions of the City of Portland Charter. The Commissioner is one of five nonpartisan City Council members and participates in the enactment and enforcement of City laws and policies that promote a livable and sustainable city. The Commissioner also provides leadership and management oversight for a portfolio of City bureaus.

As Commissioner of Public Utilities, Commissioner Fritz's priorities are providing basic services in every neighborhood, expanding living-wage jobs, and promoting community through neighborhood engagement, schools, and parks.

- ◆ Commissioner Fritz is focused on ensuring Portland has 95 safe, livable neighborhoods with basic urban services. She works to provide stable and sufficient funding for emergency services, safe streets, reliable utilities, and livability/crime prevention in every neighborhood. She considers protection of human rights, services for people with disabilities, and community engagement to be basic services.
- ◆ Commissioner Fritz is establishing mechanisms to manage the coordination of improvements associated with the Willamette and Columbia Rivers. She will develop a four-year plan with funding to achieve measurable improvements in the natural, built, and jobs environments related to the rivers.
- ◆ Commissioner Fritz is committed to continuing her leadership in community engagement, helping citizens, staff, and elected officials work together more constructively, efficiently, and effectively.
- ◆ Commissioner Fritz works with multiple partners across bureaus, portfolios, agencies, and the Metro region to improve coordination of planning, funding, and implementation on a wide range of local and regional challenges.

Bureau Assignments

Commissioner Fritz is responsible for the following bureaus:

- ◆ Bureau of Emergency Communications (BOEC)
- ◆ Office of Cable Communications & Franchise Management
- ◆ Office of Healthy Working Rivers
- ◆ Office of Human Relations
- ◆ Office of Neighborhood Involvement

In addition, Commissioner Fritz has the following liaison responsibilities:

- ◆ BOEC Users Group - BOEC Finance Committee
- ◆ Portland Commission on Disability
- ◆ Employee Wellness Program
- ◆ Oregon Healthy Kids Program
- ◆ Human Rights Commission
- ◆ Metro Policy Advisory Committee - with Mayor Adams
- ◆ Mt. Hood Cable Regulatory Commission
- ◆ Portland Community Media
- ◆ Public Involvement Advisory Committee
- ◆ Sharing Public Sidewalks Advisory Committee
- ◆ Visitor Development Fund Board - with Commissioner Saltzman
- ◆ Blue Ribbon Committee for HarborReDi - with Mayor Adams

SUMMARY OF BUDGET DECISIONS

Summary of Budget Decisions

The Commissioner's office requested two decision packages that were accepted in the Mayor's proposed Budget.

Reduction Packages

Hold Position Vacant

This decision package holds a Commissioner Staff Representative position vacant for approximately three to four months for a savings of \$18,236.

Reclassify Vacant Position

This decision package achieves a 3% ongoing reduction in Personal Services totalling \$10,446 in General Fund discretionary by reducing the entry rate for the Commissioner Staff Representative position.

Commissioner of Public Utilities

SUMMARY OF BUREAU BUDGET

	Actual FY 2007-08	Actual FY 2008-09	Revised FY 2009-10	Requested FY 2010-11	Proposed FY 2010-11
RESOURCES					
External Revenues					
Intergovernmental	0	0	2,500	0	0
Miscellaneous	0	1,060	0	0	0
Total External Revenues	0	1,060	2,500	0	0
Internal Revenues					
General Fund Discretionary	346,088	314,985	315,805	319,507	317,366
General Fund Overhead	394,059	421,045	445,903	446,348	446,348
Interagency Revenue	105,848	75,369	74,238	88,992	88,992
Total Internal Revenues	845,995	811,399	835,946	854,847	852,706
TOTAL RESOURCES	\$ 845,995	\$ 812,459	\$ 838,446	\$ 854,847	\$ 852,706

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.

EXPENDITURES					
Bureau Requirements					
Personal Services	678,027	646,027	670,375	714,324	714,324
External Materials & Services	21,294	17,296	11,264	12,850	12,850
Internal Materials & Services	146,674	149,136	156,807	127,673	125,532
Total Bureau Requirements	845,995	812,459	838,446	854,847	852,706
Fund Requirements					
TOTAL EXPENDITURES	\$ 845,995	\$ 812,459	\$ 838,446	\$ 854,847	\$ 852,706

PROGRAMS					
Commissioner's Office			838,446	854,847	852,706
TOTAL PROGRAMS	\$	\$	\$ 838,446	\$ 854,847	\$ 852,706

Note: Historical program information is not available due to the level at which budget figures were converted to the new EBS cost structure.

Commissioner of Public Utilities

FTE SUMMARY

Class	Title	Salary Range		Revised FY 2009-10		Requested FY 2010-11		Proposed FY 2010-11	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000002	Commissioner	102,294	102,294	1.00	102,300	1.00	102,300	1.00	102,300
30000004	Commissioner's Admin Support	36,046	55,494	3.00	118,200	3.00	118,200	3.00	118,200
30000006	Commissioner's Chief of Staff	77,730	103,314	1.00	92,232	1.00	92,232	1.00	92,232
30000005	Commissioner's Staff Rep	45,781	83,658	4.00	239,208	4.00	239,208	4.00	239,208
TOTAL FULL-TIME POSITIONS				9.00	\$ 551,940	9.00	\$ 551,940	9.00	\$ 551,940

Commissioner of Public Utilities

BUDGET DECISIONS

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

ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY 2010-11	883,529	0	883,529	9.00	FY 2010-11 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	(10,446)	(18,236)	(28,682)	0.00	4% cut - personal services savings
	(2,141)	0	(2,141)	0.00	OMF interagency savings
	(12,587)	(18,236)	(30,823)	0.00	Total FY 2010-11 Decision Packages
			\$ 852,706	9.00	Total Proposed Budget

Commissioner of Public Works

Legislative, Administrative, and Support Service Area

Nick Fish, Commissioner-in-Charge

Bureau Summary

BUREAU OVERVIEW

Overview

The Office of the Commissioner of Public Works is charged with legislative and administrative responsibilities in accordance with the provisions of the Portland City Charter. The Commissioner is one of five nonpartisan City Council members and participates in the enactment and enforcement of City laws and policies that promote a livable and sustainable city. The Commissioner also provides leadership and management oversight for a portfolio of City bureaus.

Bureau Assignments

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

- ◆ Portland Housing Bureau
- ◆ Portland Parks and Recreation

In addition, the Commissioner has the following liaison responsibilities:

- ◆ Housing and Community Development Commission
- ◆ Housing Authority of Portland
- ◆ Elders in Action
- ◆ Project Homeless Connect Management
- ◆ Croson Disparity Study

SUMMARY OF BUDGET DECISIONS

Summary of Budget Decisions

The Commissioner's office requested three decision packages that were accepted in the Mayor's Proposed Budget.

Reduction Packages

1% One-Time Reduction

This decision package achieves a 1% General Fund one-time reduction. It reduces the Out-of-town Travel portion of External Materials & Services by \$2,337 and reduces Personal Services for seasonal interns by \$1,226.

3% Ongoing Reduction

This decision package achieves a 3% General Fund ongoing reduction. It reduces the Other External Commodities portion of External Materials & Services by \$1,000, reduces Personal Services for seasonal interns by \$6,304, and reduces Internal Materials & Services (for fleet and cellular phones) by \$3,386.

Add Package

Create New Position through Savings and Interagency Funding

This add package requests a new Commissioner's Administrative Support Specialist position. The package is funded through salary savings gained from reducing one current position from full-time to part-time combined with interagency funding from the Portland Housing Bureau.

Commissioner of Public Works

SUMMARY OF BUREAU BUDGET

	Actual FY 2007-08	Actual FY 2008-09	Revised FY 2009-10	Requested FY 2010-11	Proposed FY 2010-11
RESOURCES					
External Revenues					
Miscellaneous	219	0	0	0	0
Total External Revenues	219	0	0	0	0
Internal Revenues					
General Fund Discretionary	288,911	323,855	318,993	342,060	340,105
General Fund Overhead	407,359	448,031	466,836	460,043	460,043
Interagency Revenue	60,000	0	46,900	100,000	100,000
Total Internal Revenues	756,270	771,886	832,729	902,103	900,148
TOTAL RESOURCES	\$ 756,489	\$ 771,886	\$ 832,729	\$ 902,103	\$ 900,148

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.

EXPENDITURES					
Bureau Requirements					
Personal Services	617,438	610,709	685,414	760,409	760,409
External Materials & Services	4,051	20,945	14,537	15,242	15,242
Internal Materials & Services	135,000	140,232	132,778	126,452	124,497
Total Bureau Requirements	756,489	771,886	832,729	902,103	900,148
Fund Requirements					
TOTAL EXPENDITURES	\$ 756,489	\$ 771,886	\$ 832,729	\$ 902,103	\$ 900,148

PROGRAMS					
Commissioner's Office			832,729	902,103	900,148
TOTAL PROGRAMS	\$	\$	\$ 832,729	\$ 902,103	\$ 900,148

Note: Historical program information is not available due to the level at which budget figures were converted to the new EBS cost structure.

Commissioner of Public Works

FTE SUMMARY

Class	Title	Salary Range		Revised FY 2009-10		Requested FY 2010-11		Proposed FY 2010-11	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000002	Commissioner	102,294	102,294	1.00	102,300	1.00	102,300	1.00	102,300
30000004	Commissioner's Admin Support	36,046	55,494	0.00	0	1.00	38,628	1.00	38,628
30000006	Commissioner's Chief of Staff	77,730	103,314	1.00	98,868	1.00	98,868	1.00	98,868
30000005	Commissioner's Staff Rep	45,781	83,658	6.00	302,532	5.00	250,932	5.00	250,932
TOTAL FULL-TIME POSITIONS				8.00	\$ 503,700	8.00	\$ 490,728	8.00	\$ 490,728
30000005	Commissioner's Staff Rep	45,781	83,658	0.00	0	0.80	41,280	0.80	41,280
TOTAL PART-TIME POSITIONS				0.00	\$ 0	0.80	\$ 41,280	0.80	\$ 41,280

Commissioner of Public Works

BUDGET DECISIONS

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

ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY 2010-11	886,356	0	886,356	8.00	FY 2010-11 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	(10,690)	(3,563)	(14,253)	0.00	4% cut - seasonal interns and M&S
	(1,955)	0	(1,955)	0.00	OMF interagency savings
	30,000	0	30,000	0.80	Interagency with Housing for position
	17,355	(3,563)	13,792	0.80	Total FY 2010-11 Decision Packages
			\$ 900,148	8.80	Total Proposed Budget