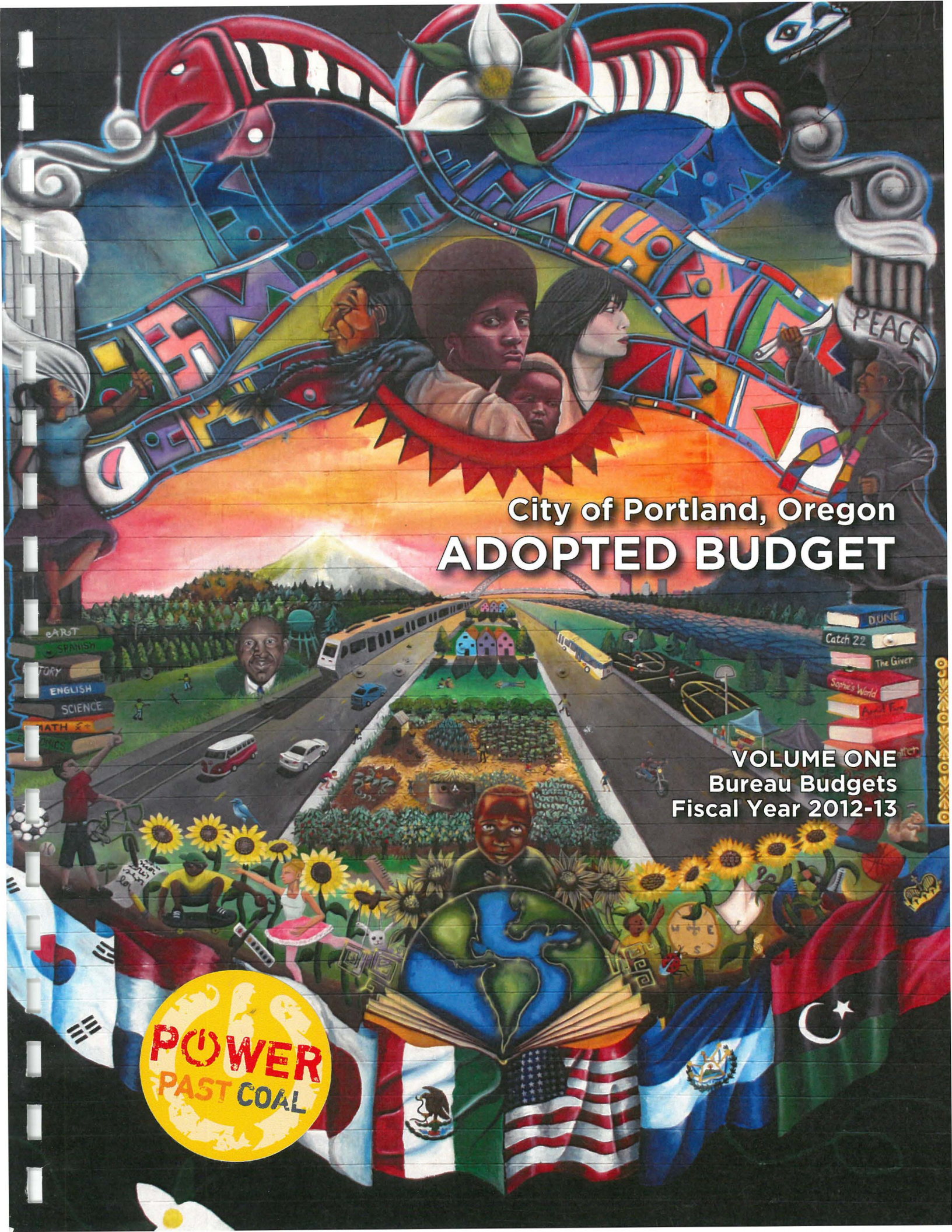


City of Portland, Oregon
ADOPTED BUDGET

VOLUME ONE
Bureau Budgets
Fiscal Year 2012-13

Cover Art

Title: *Children and Youth Bill of Rights*

Artist: Jesus Kobe Garcia, Mexican, born 1981
Margaret Harburg

Date: 2011

Medium: Acrylic on concrete block

Dimensions: 30' x 25'

Discipline: Mural

Location: Trillium Charter School (9/16/2011)

Conceptual Statement:

This mural by Jesus Kobe Garcia and Margaret Harburg was inspired by The Bill of Rights for the Children and Youth of the City of Portland and Multnomah County. Adopted by both City and County in 2006, the document was created with help from more than 3,000 youth and seeks to serve as a constant reminder of the vital role children and youth play in shaping the future of their communities. Garcia and Harburg worked with students from five schools throughout North Portland to design the mural which honors the academic dreams and successes of youth as well as the history of African-Americans and Native Americans in North Portland. Extending beyond the immediate community, the mural also displays painted flags representing countries where natural disasters and conflicts have disrupted their people (Japan, Libya, El Salvador). The artists worked with youth from Blue Faith Youth, a faith based youth group from North Portland's Holy Cross Parish, and students from Trillium's 3rd and 4th grade art class to paint the mural.

Adopted Budget

City of Portland, Oregon

Fiscal Year 2012-13
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

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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, 2011.

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.




CITY OF PORTLAND, OREGON
1851

User's Guide

The FY 2012-13 Adopted 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 and capital projects.

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.

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 2012-13 budget. The message highlights the Mayor's budget priorities and the principles adhered to in crafting the budget.

Overviews

Budget Overview

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

Financial Overview

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

Budget Notes

The Budget Notes section lists issues which require further analysis or action, per Council's direction. The notes generally direct bureaus to undertake a particular assignment.

Financial Summaries

These summaries show Citywide revenues and expenses both in total and by service area, as well as General Fund revenues, 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 (CIP). The Appropriation Schedule, Tax Levy computations, and Urban Renewal Tax Certifications are also included. This section concludes with tables related to the City's debt obligations.

Service Area Information

City bureaus are categorized into service areas based on the nature of their programs and services. Each service area section of the budget document begins with a description of the service area and budget highlights for bureaus in that service area. This is followed by the FY 2012-13 Adopted Budget for each bureau in the service area. The City's seven service areas are:

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

Volume Two - City Funds & Capital Projects

Fund Summaries by Service Area

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

Capital Project Details

These sections describe each of the City's capital projects by bureau. Project information is displayed by capital program and includes expenditure history and five-year forecasts.

Portland Development Commission (PDC) Adopted Budget

As required by the City's Charter, the PDC Adopted Budget is incorporated here by reference. See the PDC website for the PDC Adopted Budget: http://www.pdc.us/pubs/.

Figure 1: Funds by Managing Agency

Managing Agency	Fund	Service Area	Fund Type
Bureau of Development Services			
	Development Services Fund	Community Development	Special Revenue
Bureau of Emergency Communications			
	Emergency Communication Fund	Public Safety	Special Revenue
Bureau of Environmental Services			
	Environmental Remediation Fund	Public Utilities	Enterprise
	Sewer System Construction Fund	Public Utilities	Enterprise
	Sewer System Debt Redemption Fund	Public Utilities	Enterprise
	Sewer System Operating Fund	Public Utilities	Enterprise
	Sewer System Rate Stabilization Fund	Public Utilities	Enterprise
Bureau of Fire and Police Disability and Retirement			
	Fire & Police Disability & Retirement Fund	Public Safety	Fiduciary
	Fire & Police Disability & Retirement Reserve Fund	Public Safety	Fiduciary
Bureau of Planning and Sustainability			
	Solid Waste Management Fund	Public Utilities	Enterprise
Commissioner of Public Affairs			
	Children's Investment Fund	Community Development	Special Revenue
Office of Management and Finance			
	Airport Way Debt Service Fund	Community Development	Debt Service

Figure 1: Funds by Managing Agency (Continued)

Managing Agency	Fund	Service Area	Fund Type
	BFRES Facilities GO Bond Construction Fund	Public Safety	Capital Projects
	Bonded Debt Interest and Sinking Fund	City Support Services	Debt Service
	Cable Fund	Community Development	Fiduciary
	Closed - Business License Surcharge Fund	City Support Services	Special Revenue
	Central Eastside Industrial District Debt Service Fund	Community Development	Debt Service
	CityFleet Operating Fund	City Support Services	Internal Service
	Convention and Tourism Fund	Community Development	Special Revenue
	Convention Center Area Debt Service Fund	Community Development	Debt Service
	Enterprise Business Solutions Services Fund	City Support Services	Internal Service
	Facilities Services Operating Fund	City Support Services	Internal Service
	Fire & Police Supplemental Retirement Reserve Fund	Public Safety	Fiduciary
	Gateway URA Debt Redemption Fund	Community Development	Debt Service
	General Fund	City Funds	Major Governmental
	General Reserve Fund	City Funds	Special Revenue
	Governmental Bond Redemption Fund	City Support Services	Debt Service
	Grants Fund	City Support Services	Major Governmental
	Health Insurance Operating Fund	City Support Services	Internal Service
	Insurance and Claims Operating Fund	City Support Services	Internal Service
	Interstate Corridor Debt Service Fund	Community Development	Debt Service
	Lents Town Center URA Debt Redemption Fund	Community Development	Debt Service
	North Macadam URA Debt Redemption Fund	Community Development	Debt Service
	Pension Debt Redemption Fund	City Support Services	Debt Service
	Printing & Distribution Services Operating Fund	City Support Services	Internal Service
	Private for Hire Transportation Safety Fund	Transportation & Parking	Special Revenue
	Property Management License Fund	Community Development	Special Revenue
	Public Safety GO Bond Fund	Public Safety	Capital Projects
	River District URA Debt Redemption Fund	Community Development	Debt Service
	South Park Blocks Redemption Fund	Community Development	Debt Service
	Special Finance and Resource Fund	City Support Services	Capital Projects
	Special Projects Debt Service Fund	City Support Services	Debt Service
	Spectator Facilities Operating Fund	Parks, Recreation, & Culture	Enterprise
	Technology Services Fund	City Support Services	Internal Service
	Waterfront Renewal Bond Sinking Fund	Community Development	Debt Service
	Willamette Industrial URA Debt Service Fund	Community Development	Debt Service
	Workers' Comp Self-Insurance Operating Fund	City Support Services	Internal Service
Office of the City Auditor			
	Assessment Collection Fund	Community Development	Special Revenue
	Bancroft Bond Interest & Sinking Fund	Community Development	Debt Service
	Closed - Campaign Finance Fund	City Support Services	Special Revenue
	Local Improvement District Construction Fund	Community Development	Capital Projects
Portland Bureau of Transportation			
	Gas Tax Bond Redemption Fund	Transportation & Parking	Debt Service
	Parking Facilities Fund	Transportation & Parking	Enterprise
	Transportation Operating Fund	Transportation & Parking	Major Governmental
	Transportation Reserve Fund	Transportation & Parking	Special Revenue
Portland Housing Bureau			
	Community Development Block Grant Fund	Community Development	Special Revenue
	Headwaters Apartment Complex Fund	Community Development	Enterprise
	HOME Grant Fund	Community Development	Special Revenue
	Housing Investment Fund	Community Development	Special Revenue

Figure 1: Funds by Managing Agency (Continued)

Managing Agency	Fund	Service Area	Fund Type
	Tax Increment Financing Reimbursement Fund	Community Development	Special Revenue
Portland Parks & Recreation			
	Golf Fund	Parks, Recreation, & Culture	Enterprise
	Golf Revenue Bond Redemption Fund	Parks, Recreation, & Culture	Enterprise
	Parks Capital Construction and Maintenance Fund	Parks, Recreation, & Culture	Capital Projects
	Parks Endowment Fund	Parks, Recreation, & Culture	Permanent
	Parks Local Option Levy Fund	Parks, Recreation, & Culture	Special Revenue
	Portland International Raceway Fund	Parks, Recreation, & Culture	Enterprise
	Portland Parks Memorial Trust Fund	Parks, Recreation, & Culture	Special Revenue
Portland Police Bureau			
	Police Special Revenue Fund	Public Safety	Special Revenue
Water Bureau			
	Hydroelectric Power Bond Redemption Fund	Public Utilities	Enterprise
	Hydroelectric Power Operating Fund	Public Utilities	Enterprise
	Hydroelectric Power Renewal and Replacement Fund	Public Utilities	Enterprise
	Water Bond Sinking Fund	Public Utilities	Enterprise
	Water Construction Fund	Public Utilities	Enterprise
	Water Fund	Public Utilities	Enterprise
	Closed - Water Growth Impact Charge Trust Fund	Public Utilities	Enterprise

Mayor's Message



Office of Mayor Sam Adams
City of Portland

Introduction

This is the fourth and final budget that I have the privilege of presenting as Mayor. From the time I became Mayor-elect in late 2008 through the fiscal year 2012-13 budget, I have balanced three competing needs: 1) keeping the City on a fiscally sustainable path, 2) continuing to provide the basic services that citizens expect, and 3) preparing the City to emerge from the recession with a strong, vibrant economy and world-class livability.

The City is beginning its recovery from the worst global recession in more than a generation, but progress is slow. Business activity is increasing, exports are up, and Portland continues to be a job-creating engine in the state. Unemployment is still too high, but is slowly trending downward. At the same time, a weak local housing market and slow economic growth nationally are having a material impact on City finances. In FY 2012-13, the City needs to cut $14.7 million of ongoing General Fund services in order to balance over the five-year forecast.

This budget remains focused on the priorities noted above by making the cuts needed to balance over the five-year forecast, focusing those cuts on overhead and administration in order to preserve front-line services, and making investments in economic development that will result in a stronger, more resilient City. My budget also continues to support the most vulnerable in our community through investments in housing, homelessness prevention, mental health, and addiction services. And I continue to focus on equity to ensure that every Portlander has access to the most equal of opportunities. Taken as a whole, this budget will make Portland's economy stronger and more resilient, our streets safer, our communities more equitable, and our government more responsive.

Early, Decisive Action

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.
- In FY 2009-10, we asked bureaus to propose programmatic reductions of up to five percent. And during the year, we continuously monitored and adjusted 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 2010, I implemented a citywide hiring freeze, directed bureaus to slow down all discretionary spending, and asked bureaus to find additional personnel savings by holding positions vacant.
- In FY 2010-11, I asked public safety bureaus to prepare two percent reductions, and non-public safety bureaus to prepare four percent reductions. These reductions produced enough savings to balance the General Fund and create one-time resources that were reinvested in the City's highest priorities.
- In FY 2011-12, even though revenues were recovering I asked for modest program and administrative reductions, and asked bureaus to be creative in terms of realignments and efficiencies that could save money without reducing services.

Now, as we face the prospect of additional reductions due to property tax compression, it is clear that these early actions helped keep the City on a glide path towards a new, reduced level of funding. We were able to do so by focusing on administration and overhead and preserving front-line services. While all four budgets that I have presented as Mayor have been prepared during difficult times, they have all been structured to keep Portland ahead of the recession and prepared to move into the future.

Mayor's Approach

In building the FY 2012-13 budget, I focused on four interlocking goals for the City, taken from the Portland Plan: Prosperous, Healthy, Educated, Equitable.

Prosperous

As the Portland Plan's strategies demonstrate, many of our important actions are intertwined. If we increase our focus on economic development, we increase our tax base and then we have the resources to increase our outreach to vulnerable communities. If we increase our focus on education, we have more high school and college graduates and that creates more skilled workers, which also increases our tax base and helps education fund itself.

- The Portland Development Commission helps our city grow and prosper. Because economic development is the base of what ultimately will make Portland a prosperous, healthy, educated and equitable city, the City funded many of PDC's requests:
  - The Neighborhood Prosperity Initiative, which strengthens the economic competitiveness of targeted neighborhood business districts through community-planned and community-implemented actions and projects, is fully funded.
  - The Adopted Budget provides $2.3 million in new one-time economic development dollars to bring jobs to the City, invest in workforce readiness, and support neighborhood businesses.
  - The Adopted Budget includes $1.7 million each for traded sector and neighborhood economic development initiatives and $1.6 million for the Economic Opportunities Initiative, which helps propel people out of poverty.
- Bureau of Development Services program revenues continue to recover from the economic downturn, allowing the bureau to hire back an additional 17.6 FTE and improve its overall service level.
- In the Office of Government Relations, a Federal Assistant position is fully funded with one-time appropriations. This position is essential to the City's efforts to advocate for additional federal funding for Portland's priorities and partnerships and against unnecessary federal regulations.
- The Adopted Budget includes one-time General Fund resources of $51,018 to finish the West Hayden island project, which will establish land use guidelines as a precursor to its possible incorporation into the City.
- To protect our city's most vulnerable citizens and keeping our safety net, the budget includes $4.8 million of one-time funding for shelter services, rent assistance, and housing access services.

Healthy

One focus of the City's budget has been on healthy, connected, complete communities. Communities where Portlanders have access to what they want and need to thrive. Communities where Portlanders are safe. The City's Adopted Budget protects frontline services in our parks, our housing programs, and our public safety bureaus whenever possible. Some of our bureaus that focus on administrative needs saw the largest cuts so that we can keep staff on the street.

- The Portland Police Bureau stands front and center in keeping the peace in the city, while many of our other bureaus - such as Portland Fire and Rescue - contribute to protecting our people, streets and parks. During my State of the City address, I pledged to work with my colleagues to keep all sworn public safety positions. The Adopted Budget reflects this pledge.
- To keep more police officers on the street, the Adopted Budget cuts eleven non-sworn administrative and management positions.
- Internal Portland Police Bureau efficiencies, such as tightening overtime, a decrease in our risk insurance costs and reduced printing, creates close to $2.5 million in savings.
- The Adopted Budget includes $150,000 in programs to combat human trafficking.

- In Portland Fire & Rescue (PF&R), the budget includes one-time funding to keep a station open and four employees to staff the rapid response vehicles.
- The Adopted Budget continues funding for services that partner with the County, including Service Coordination Team, CHIERS van and Hooper Sobering Station.
- The budget reflects continued support of youth violence prevention efforts. The Office of Youth Violence Prevention (OYVP) within the Mayor's Office will fund community partner agencies at a level that supports the employment of ten gang outreach workers. Additionally, OYVP will continue its current level of funding for programs that provide positive activities for Portland youth to reduce violence and increase opportunity throughout the city.
- Front-line Portland Parks and Recreation (PP&R) staffing is largely preserved to ensure the maintenance and amenities in all parks Citywide. Management and support functions are reduced, saving $1 million. There will be a $606,000 decrease in landscaping and maintenance services.
- The Adopted Budget does not close Buckman Pool, although it does streamline recreation programs to generate savings. The Fulton Community Center will continue to function as a community asset with Parks leasing the facility to various stakeholders.
- In the Bureau of Development Services (BDS), one-time funding to help prevent the deterioration of existing housing and contribute to safe and healthy Portland neighborhoods is preserved. Specifically, $310,392 of funding will support four positions in the Improved Neighborhood Inspections, Enhanced Rental Inspections, and Extremely Distressed Properties Enforcement Programs.
- The tax exemption for property owners with nine or fewer residential rental units is proposed for elimination, producing new revenues of $198,000. The revenues will continue to fund two existing BDS housing inspectors.
- One-time funding in the amount of $144,882 and 1.0 FTE, is preserved for the continuation of the Citywide Tree Project.
- In the Office of Neighborhood Involvement (ONI), ongoing funds for Neighborhood Small Grants ($99,318) are eliminated, but $93,855 in one-time funds are awarded for the same purpose.
- The ONI Graffiti Abatement Program is funded again one-time with $447,232.
- The East Portland Action Plan is again receiving a one-time infusion of $279,692 for an advocate position and grants to the community. This budget action will help the residents of East Portland to be more actively engaged in the City's affairs, helping to fulfill the Portland Plan's goal to improve involvement.
- The Adopted Budget restores or adds 10.5 FTE of front line Portland Bureau of Transportation staff by eliminating 8.5 management/administration positions. The positions include a street sweeping crew, a street paving crew, and three more parking enforcement officers.

Educated

In order for all Portlanders to gain success for themselves and the City, we must improve on the fundamental element underlying that success: education. The City's budget offers a significant contribution to Portland schools for essential services. It is essential to the economic well-being of this city that we have an educated workforce, and as mayor of this city, I cannot allow these awful economic times to derail the success of the next generation of this city's citizens. Portlanders are less concerned with which government agency is responsible for which service - they just want it done right. And educating our city's youth is something we must get right.

- Approximately $7.1 million will go to help Portland schools, with $5 million going to Portland Public Schools and the rest going proportionately to the other Portland school districts. About $6.6 million of these funds are proposed to come from the General Fund (specifically Business License Fee revenue) and the balance from other funds.
- Critical programs supporting the Portland Plan strategy of thriving educated youth are included in the PP&R budget, including funding of $300,000 for Teen Programming and $70,000 for Summer Lunches.
- SUN Schools were also preserved in the PP&R budget, maintaining all Parks-managed sites and the pass-through to the County for the schools that they operate.
- The SUN Program at David Douglas High School received funding of $100,000.
- The Adopted Budget also funds the Youth Planning program in the Bureau of Planning and Sustainability at $63,726, to support career paths for hired youth planners.
- Finally, the Adopted Budget includes $450,750 for the Mayor's Education Program, $235,000 for the City's contribution to the county-wide Cradle-to-Career Strategy, and $100,000 for the Right Brain Initiative arts education program.

Equitable

For the city to succeed, all Portlanders-regardless of race, gender, sexual orientation, ability, neighborhood, age, income or where they were born-must have access to opportunities to advance their well-being and achieve their full potential. Equity not only makes individual lives better, it lifts up the whole city. Despite a tough budget year, I have kept equity at the forefront.

- The Office of Equity budget was spared reductions, which reflects the City's commitment to moving a meaningful equity agenda forward in FY 2012-13 and beyond.
- The funding supports the Portland Plan's equity framework and the action items related to closing gaps, engagement, partnering, racial issues, disability issues, and City accountability.
- In order to increase Portland Fire & Rescue's workplace diversity, the budget funds a bureau recruiter dedicated to outreach to underrepresented communities and communities of color.

- The Adopted Budget includes $368,000 to fund phases II and III of the citywide compliance assessment project related to the Americans with Disabilities Act. This effort supports the implementation of the Disabilities Transition Plan stated in the Portland Plan.
- The Adopted Budget includes $118,526 to continue funding for the Minority Evaluator position in Procurement Services. This is part of the effort to improve evaluation methods and mitigate disparities in the procurement process, as part of the Portland Plan.
- The City Attorney's office will continue to provide legal advice on Equity in Contracting, Civil Rights Act, and American's with Disabilities Act compliance, among others.

Conclusion

I want to commend all the Portlanders who participated in our budget process, through community budget forums or service on a bureau or citywide budget advisory committee. With your input and feedback, we have been able to focus this budget on the programs and services that matter most to you. As mayor, you never want to have to face budget cuts. In order to keep the City on a fiscally sustainable path, some very good people who have worked very hard for our City will be losing their jobs. I thank them for all they've done to help Portland be a better place. And I thank my Council colleagues for working with me to adopt a final budget that makes Portland a more prosperous, healthy, educated, and equitable place.

Thank you,



Sam Adams

Mayor

City Overview

Introduction

This section of the FY 2012-13 budget document provides general information on the City of Portland, its demographics, and its government management systems. The information will help the reader understand the environment in which decisions are reached during the budget process. This section will also make it easier to examine and understand other sections of this budget document.

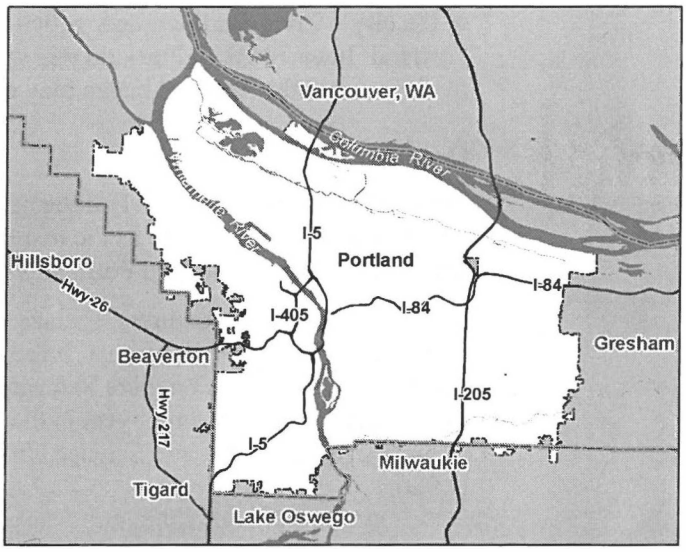
Portland's budget document reflects City policies, goals, and priorities. In reviewing how revenues are collected and spent, readers of the budget are watching policy at work. The budget implements the City's long-range strategic and financial plans and serves as an operations guide for the government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

City of Portland Characteristics

Basic Statistics

The City of Portland, with a population of 585,845 in 2011, comprises an area of approximately 145 square miles in northwestern Oregon. Located astride the Willamette River at its confluence with the Columbia River, Portland is the center of commerce, industry, transportation, finance, and services for a metropolitan area of more than two million people. (The Portland/Vancouver/Beaverton Primary Metropolitan Statistical Area includes the Oregon counties of Clackamas, Columbia, Multnomah, Washington, and Yamhill, as well as Clark County in Washington). Portland is the largest city in Oregon, the seat of Multnomah County, and the second largest city in the Pacific Northwest.





Recreation

Natural Areas

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

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

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

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

The city, with one of the highest parks-per-capita ratios in the United States, prides itself on its many beautiful parks, forests, trails, and wetlands. These include the 40-Mile Loop (a trail circling the city that is now much more than 40 miles long); Forest Park, at 5,000 acres the largest wilderness park in the United States; Tom McCall Waterfront Park, built on the site of a freeway dismantled in 1974; and Tryon Creek State Park.

Visitor Opportunities

Known as the City of Roses, many tourist and business visitors are drawn to Portland's attractions. The Oregon Symphony and Portland Opera, the annual Rose Festival, art and historical museums, the Oregon Museum of Science and Industry (OMSI), the Western Forestry Center, the Classical Chinese and Japanese Gardens, the International Rose Test Garden, and the Oregon Zoo are some of Portland's cultural and recreational highlights.

Portland's professional sports teams include the Trail Blazers of the NBA, the Winter Hawks hockey team, and the Timbers of Major League Soccer. The city's main arena, the Rose Garden, was opened in October 1995 as a private-public joint venture. The renovation of the city's Civic Stadium, now called Jeld-Wen Field, brought the Timbers soccer team to Portland. In early 2009, Portland was awarded an expansion Major League Soccer franchise, and the Timbers began play as a Major League team in 2011.

The Economy

Overview

A diverse economy is key to Portland's future.

Portland's economy has slowly diversified over the past decades. Steady growth in nontraditional sectors, such as the manufacture of electrical equipment, instruments, and related products, has helped Portland's economy adapt to national and global trends.

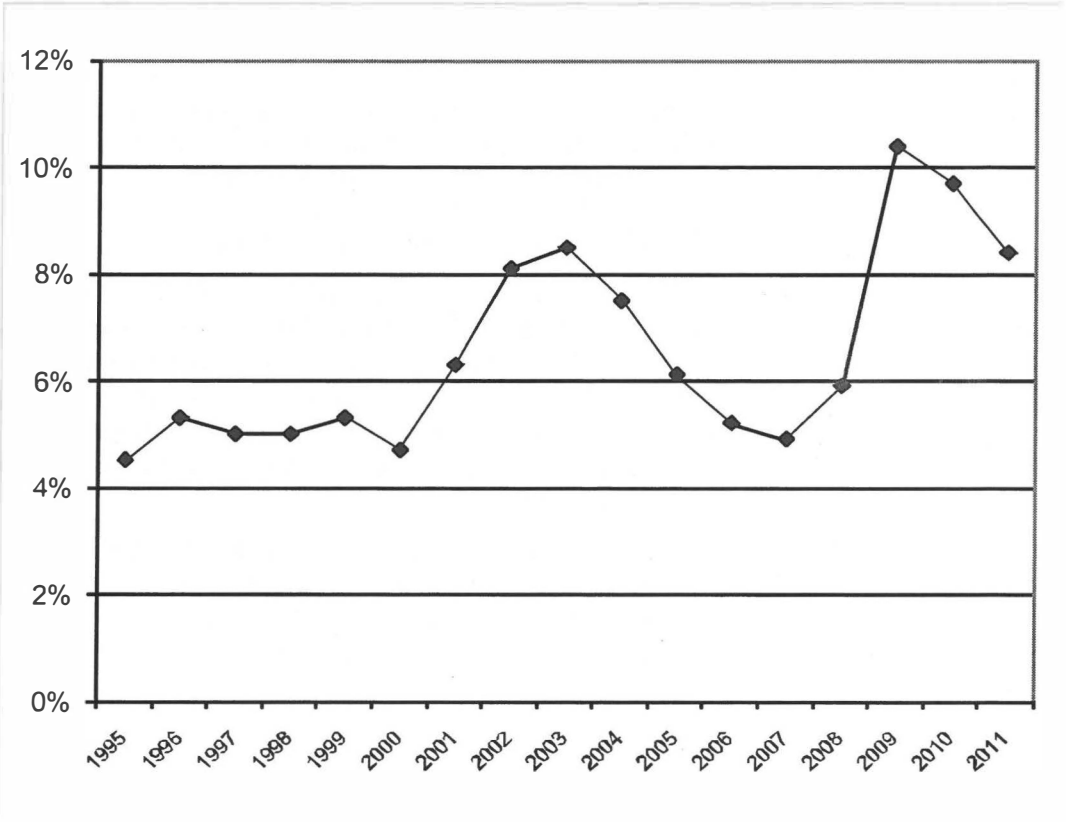
Semiconductor manufacturers, such as Intel and Wacker Siltronic, have established major facilities in the region. Tektronix, Nike, Providence Health & Services, Kaiser Permanente, and Legacy, as well as retailers Safeway, Albertsons, and Fred Meyer are some of the other major nongovernment employers in the Portland metropolitan area. Major public employers include Oregon Health and Science University (OHSU) and Portland State University (PSU).

Recent Trends

The local area economy has been the only source of growth for the state.

The Portland area economy continued its long, slow recovery over the last year. The city unemployment rate has dropped three percentage points over the last three years to 7.4% in April 2012, and is now below the national average. Home prices appear to be bottoming out early in 2012, as the latest data show price increases and very low inventory. Though commodity prices early in the year fueled healthy price increases in 2011, inflation is slowing locally. Local figures are not published until August; however, regional data suggest that the local inflation rate is likely returning to below 2.5% inflation for 2012.

Figure 2: Portland Metro Unemployment



Shipping and Other Port Facilities

The Port of Portland manages four marine terminals, including Oregon's only deep-draft container port, three airports including the Portland International Airport, and five industrial parks.

The Port of Portland's governmental port district is responsible for overseeing air and marine port facilities and developing industrial lands to offer outstanding opportunities for expanding export industries, investments, business, and travel.

Portland's deep water location on the Columbia River gives it substantial geographic and economic advantages for freight shipping. Over 13 million tons of cargo shipped in 2011. The Columbia River shipping channel is maintained at a depth of 43 feet from the Portland harbor to the Pacific Ocean, more than 103 miles downstream. The Portland Harbor is the largest wheat export hub in the country.

The Port also owns and operates Portland International Airport (PDX).The airport serves more than 13 million annual passengers via 13 passenger carriers that average over 230 scheduled flights daily to 57 nonstop domestic destinations and five international cities including Amsterdam, Calgary, Tokyo, Toronto and Vancouver. PDX is also served by 12 air cargo carriers that move more than 200,000 tons of air freight and mail annually, and offers nonstop air cargo service to Asia. The Port is the largest industrial landowner in the Portland metro area and the state. Within its 10,000 acres of property holdings, the Port oversees five industrial parks that offer businesses fast, efficient access to markets via nearby airports, deep-draft marine terminals, transcontinental rail lines, interstate freeways, and a river system that stretches from the Pacific Ocean to Idaho.

Downtown and Surrounding Redevelopment Projects

The City's financial commitment to its downtown has resulted in one of the nation's most attractive urban cores. The Portland Development Commission, an independent agency created in 1958 to serve as Portland's urban renewal and economic development agency, partners with the City to encourage job creation and economic opportunity and to invest in a vital urban core. The agency supports both Neighborhood and Traded Sector economic development, focusing its efforts on four cluster industries identified in the City's 2009 Economic Development Strategy.

In FY 2012-13, the City will encompass 18 active Urban Renewal Areas (areas still able to issue new debt) comprising 14.3% of its land area. Six of these URAs are newly created 'micro' districts focused on East side commercial corridors. Five intersect with the Central City, including:

- River District URA: 1998-2021. The current goals of are to support entrepreneurship, implement the downtown retail strategy, recruit cluster industries via redevelopment of strategic sites, reserve funds for a collaborative project with Multnomah County, and complete major infrastructure projects such as the Fields Neighborhood Park and the Streetcar Loop.
- North Macadam URA: 1999-2020. Future investment will focus on bioscience commercialization, property development in support of cluster industries, establishment of the South Waterfront Eco-District, and completion of major infrastructure projects such as the Portland-Milwaukie Light Rail project and the Central District Greenway.
- Central Eastside URA: 1986-2018. Future investment will focus on supporting entrepreneurship and cluster industry job growth in the URA. Projects include establishment of a CES Entrepreneurial District and redevelopment of the Convention Plaza building and the Burnside Bridgehead site. Major infrastructure improvements (the Streetcar Loop and the Burnside/ Couch couplet) were recently completed and will further support future economic development efforts.

- Oregon Convention Center: 1989-2013. The current fiscal year is this district's last to issue debt. The goals of the OCC URA are to assist the community in achieving its vision as defined by The Lloyd District Development Strategy and associated neighborhood plans. Future investments focus on cluster industry development and job growth, redevelopment projects immediately adjacent to the Oregon Convention Center (including a new Convention Center Hotel), improvements to the Veterans Memorial Coliseum as an enhanced spectator venue, and establishment of the Lloyd Eco-District.
- Education URA: 2014-2041 The City's newest URA will support research, commercialization, and entrepreneurship, strengthening the link between the City's educational institutions and the private sector within the industry clusters of Software and Clean Tech: Green Development. A second goal is to help PSU become a world class university.

Transportation and Land Use

TriMet: Tri-County Metropolitan Transportation District

TriMet provides transit services to about 570 square miles of the metropolitan area. TriMet operates 79 bus lines and a light rail system. In FY 2011-12, TriMet provided more than 100 million bus, MAX light rail, and Westside Express Service (WES) commuter rail trips. TriMet carries more people than any other U.S. transit system its size. TriMet's rail lines and buses combined to eliminate 207,300 daily car trips or 65 million trips in 2012.

Growth of Regional Light Rail System

TriMet continues to expand the light rail system.

TriMet's nationally recognized light rail system MAX extends 52 miles and serves all three counties in the region. The Portland-Milwaukie Light Rail Transit Project is the region's sixth line and currently under construction. It extends from downtown Portland and connects to South Waterfront, SE Portland, Milwaukie and north Clackamas County. When it opens in 2015, the MAX system will grow to 60 miles. Portland was the first West Coast city to have rail service to its airport. The growth in MAX lines has also added significant economic value to the region. To date, more than $10 billion has been invested in new development within walking distance of the 85 MAX stations

Portland Streetcar Expansion

The Portland Streetcar complements bus and light rail transit.

The City completed 2.4 miles of track to open the first modern streetcar line in July 2001. The alignment runs from Northwest Portland through the Pearl District to Portland State University's Urban Plaza. This successful system later added 0.6 miles to RiverPlace, 0.6 miles to SW Moody and Gibbs to connect with the Portland Aerial Tram to OHSU, and 0.4 miles in August 2007 to the South Waterfront District to complete a total system of 4.0 miles.

The City is currently extending the streetcar system across the Willamette River adding 3.35 miles from the Pearl District, across the Broadway Bridge, through the Rose Quarter, Convention Center, Lloyd Center, and Central Eastside to a temporary terminus at OMSI. The Streetcar to OMSI will begin operations in September of 2012. The Streetcar expansion will help stimulate and support new high-density, mixed-use development in the Central City east of the Willamette River. Serving as a catalyst for $3.5 billion in transit-oriented investment, the streetcar system has helped revitalize Portland's urban core with more than 10,212 new housing units and 5.5 million square feet of office, institutional, retail and hotel construction, all within 2-3 blocks of the streetcar route and in some areas that were formerly home to industrial land in decline

Metro

Metro is the country's only elected regional government.

Under Oregon land use law, the Portland area is surrounded by an urban growth boundary. Metro, the country's only elected regional government, manages the boundary and growth within it. Balancing growth with the maintenance of natural amenities is one of the region's major challenges. Citizen desire for parks and natural areas was demonstrated through passage of a $227 million Metro park and natural areas bond measure in 2006. Funds from the bond will preserve natural areas at the regional, local, and neighborhood levels.

The Region and Its Environment

Portland is one of the first cities in the country to have waterways listed under the Endangered Species Act.

Portland works to maintain a high quality of life and a healthy environment. Under the Endangered Species Act, steelhead and salmon within Portland-area watersheds were listed as threatened species. In that context, the City must carefully balance environmental, recreational, and commercial concerns as it develops both banks of the Willamette River through the River Plan.

Post-Secondary Education

Located in Portland, Oregon, Portland State University (PSU) has close to 30,000 undergraduate and graduate students and is the largest university in Oregon. PSU's motto is "Let Knowledge Serve the City," and provides every student with opportunities to work with businesses, schools and organizations on real-world projects. The downtown campus exhibits PSU's commitment to sustainability, and sustainability is incorporated into much of the curriculum. As part of its nationally recognized University District Plan, PSU opened a new public administration building and urban plaza in 2001, and built a new $70 million Northwest Center for Engineering, Science, and Technology nearby, which opened in 2006. In 2010, the university unveiled its new LEED-Gold certified Academic and Student Recreation Center which houses the School of Social Work, the Oregon University System Chancellor's Office, the PSU Student Recreation Center, the PSU Bike Hub, and the City of Portland's Archives. PSU's 25 year plan includes expanding student residence halls and facilities to accommodate an anticipated enrollment of 50,000 students.

Many fine schools dot the Portland landscape.

The Portland area also hosts many other notable institutions, including public, private, and health-oriented schools. Portland, Mount Hood, and Clackamas community colleges provide excellent and affordable two-year programs for area residents. Private institutions like Lewis & Clark College, Reed College, Concordia College, and the University of Portland offer programs in diverse fields. Three health science institutions are found in Portland: Oregon Health Sciences University (OHSU), National College of Naturopathic Medicine, and Western States Chiropractic College.

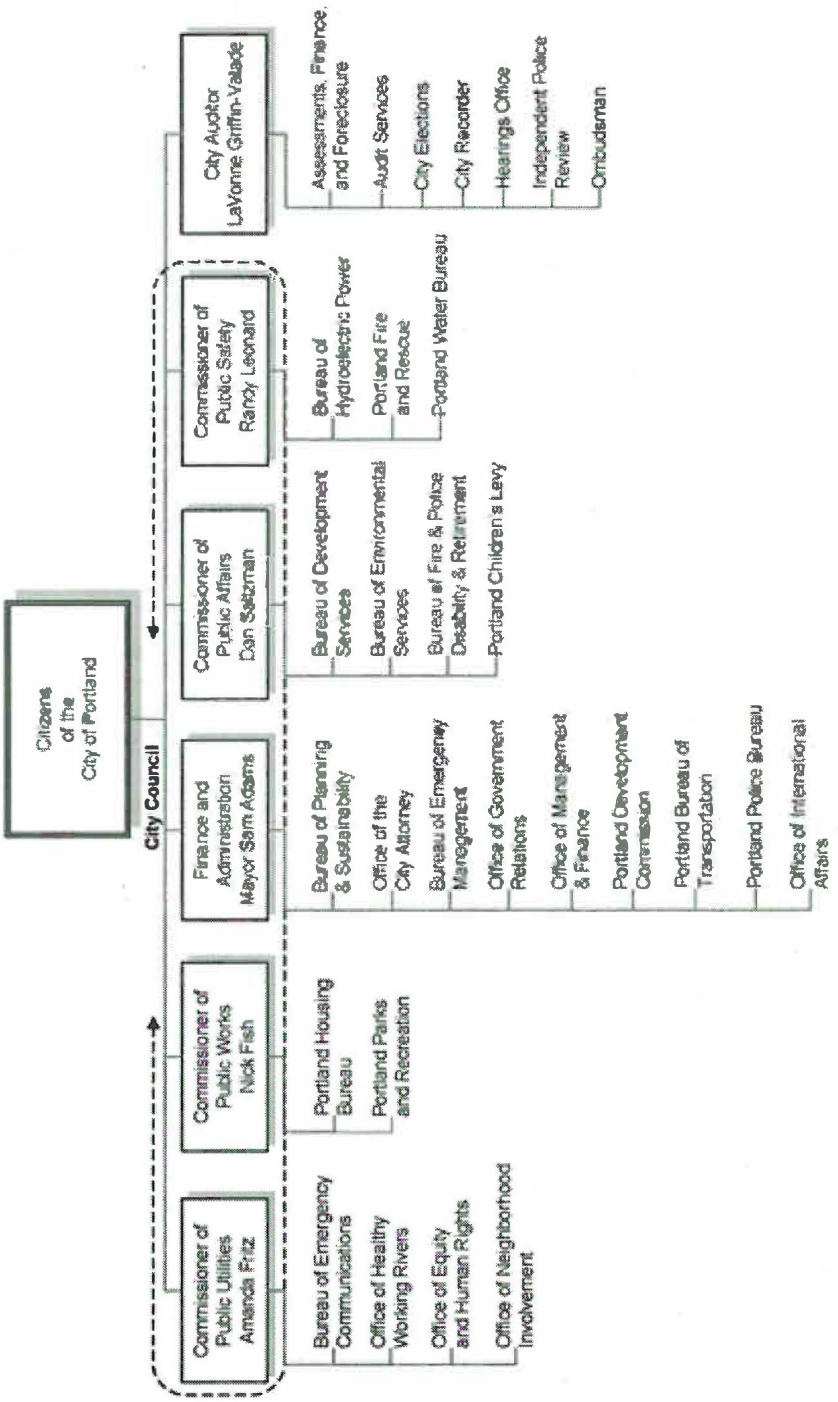
These educational assets, plus clean water and air, cultural diversity, architectural beauty, and the relative ease of getting around, combine to make Portland a popular, livable city. Portland is consistently rated as one of the best cities in the United States in which to live.

Figure 3: A Profile of Portland's Citizens

General Characteristics		2000	Percent of Total	2010	Percent of Total	Percent Change
City Population		529,121	---	**583,776**	---	10.3%
	Male	261,565	49.4%	**289,211**	49.5%	10.6%
	Female	267,556	50.6%	**294,565**	50.5%	10.1%
Age	Median age (years)	35.2	---	**35.9**	---	2.0%
	Under 5 years	32,300	6.1%	**35,187**	6.0%	8.9%
	25 years and older	363,106	68.6%	**415,340**	71.1%	14.4%
	65 years and older	61,163	11.6%	**60,789**	10.4%	-0.6%
Race/Ethnic Distribution						
One Race		507,166	95.9%	**556,496**	95.3%	9.7%
	White	412,241	77.9%	**444,216**	76.1%	7.8%
	Black or African American	35,115	6.6%	**36,695**	6.3%	4.5%
	American Indian & Alaska Native	5,587	1.1%	**5,991**	1.0%	7.2%
	Asian	33,470	6.3%	**41,692**	7.1%	24.6%
	Native Hawaiian & other Pac. Is.	1,993	0.4%	**3,109**	0.5%	56.0%
	Some other race	18,760	3.5%	**24,793**	4.2%	32.2%
Two or more races		21,955	4.1%	**27,280**	4.7%	24.3%
	Hispanic or Latino (of any race)	36,058	6.8%	**54,840**	9.4%	52.1%
Household Population		514,129	---	**566,022**	---	10.1%
	Average household size	2.30	---	**2.28**	---	-0.9%
	Average family size	3.00	---	**2.99**	---	-0.3%
Social Characteristics (ACS)						
Population 25 years and over		363,851	---	**406,431**	---	11.7%
	High school graduate or higher	311,725	85.7%	**362,943**	89.3%	16.4%
	Bachelor's degree or higher	118,698	32.6%	**156,882**	38.6%	32.2%
Civilian veterans (18 years and over)		49,757	11.9%	**37,790**	**8.3%**	-24.1%
Speak language other than English at home (population 5 years and over)		84,128	16.9%	**98,933**	**18.6%**	17.6%
Portland at Work (ACS)						
	Management, professional, and related occupations	102,760	37.2%	**110,965**	**41.2%**	8.0%
	Service occupations	41,444	15.0%	**45,798**	**17.0%**	10.5%
	Sales and office occupations	73,250	26.5%	**66,545**	**24.7%**	-9.2%
	Farming, fishing, and forestry	679	0.2%	**690**	**0.3%**	1.6%
	Contruction, extraction, and maintenance occupations	19,405	7.0%	**18,194**	**6.7%**	-6.2%
	Production, transportation, and material moving occupations	38,546	14.0%	**27,348**	**10.1%**	-29.1%
	Median Household Income (dollars)[2]	$40,146	---	**$48,831**	---	21.6%
	Median Family Income (dollars)[2]	$50,271	---	**$63,126**	---	25.6%
Housing in Portland						
Total Housing Units		237,307	---	**265,439**	---	11.9%
	Owner-occupied housing units	124,767	55.8%	**133,502**	50.3%	7.0%
	Renter-occupied housing units	98,970	44.2%	**115,044**	43.3%	16.2%
	Vacant housing units	13,570	5.7%	**16,893**	6.4%	24.5%
	Median home price[3]	$163,400	---	**$239,900**	---	46.8%

[1] All data is from the US Census Bureau's 2000 & 2010 Decentennial Census Summary File 1, unless noted.
[2] Source: US Census Bureau's 2010 American Community Survey
[3] For the Metro Area. Source: local RMLS, May 2011

Figure 4: City of Portland Organization Chart



Form of City Government

The City of Portland, incorporated in 1851, is a home rule charter city. The City Charter is the basic law under which the City operates and can be amended only by a vote of the people. In 1913, a modified commission form of government was created, which is rare in cities as large as Portland. The City operates under the provisions of the City Charter and City Code, which are consistent with the Oregon Constitution and state law (the Oregon Revised Statutes). Nonemergency ordinances are passed by a simple majority vote of three of the five Council members.

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

The Mayor and Commissioners act as legislators and administrators.

The Mayor is the formal representative of the City and is responsible for assigning each of the Commissioners responsibility for one of five departments: Finance and Administration, Public Affairs, Public Safety, Public Utilities, and Public Works. The Mayor also decides which bureaus the Commissioners will manage. The Mayor can change these assignments at any time. Traditionally, the Mayor has been the Commissioner of Finance Management and Administration.

The Mayor and Commissioners act as legislators and administrators. Thus, Council members are responsible for both enacting and enforcing City laws, as well as administering bureaus under their supervision.

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

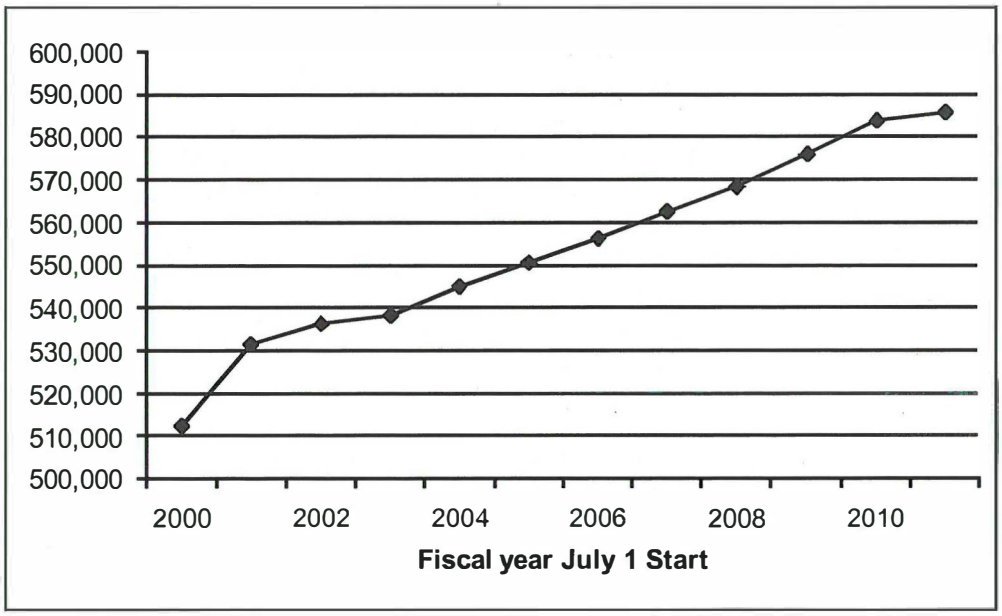
DEMOGRAPHIC DATA

Population

Since 2000, Portland's Population has been growing at 1.19% per annum, which is well below the Metro average of 1.28%.

Rapid increases in population can be a negative trend if service demands increase faster than revenue growth. Similarly, declines in population can reduce demand and revenue requiring cuts in expenditures. From July 1, 1999 to July 1, 2011 Portland's population increased by about 76,235. This is an overall increase of about 14.6% over eleven years or about 1.19% annually.

Figure 5: Portland's Population Growth

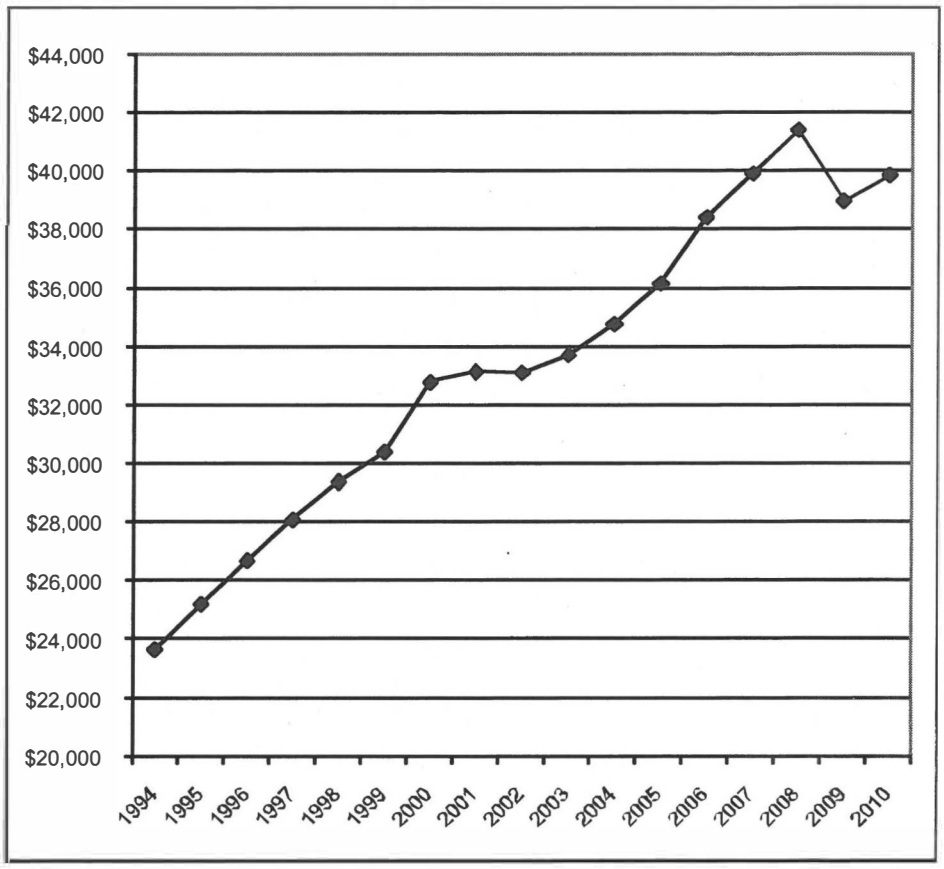


Per Capita Income

Portland's 2010 per capita income of $39,843 is 9.7% higher than the state average.

Per capita personal income is one measure of a community's ability to pay for government services. Though the data lags somewhat, metro area figures are beginning to see some recovery from the "Great Recession" on per capita personal income. However, statewide figures have yet to budge from recessionary lows. In 2009, per capita personal income in the Portland-Vancouver-Hillsboro MSA rose by 2.2% after falling in 2009 for only the second time since records were started in 1969. From 1994 to 2008 per capita personal income in the Portland metro area increased by 3.8 percent per year in nominal dollars or by about 1 percent in constant dollars adjusted for inflation.

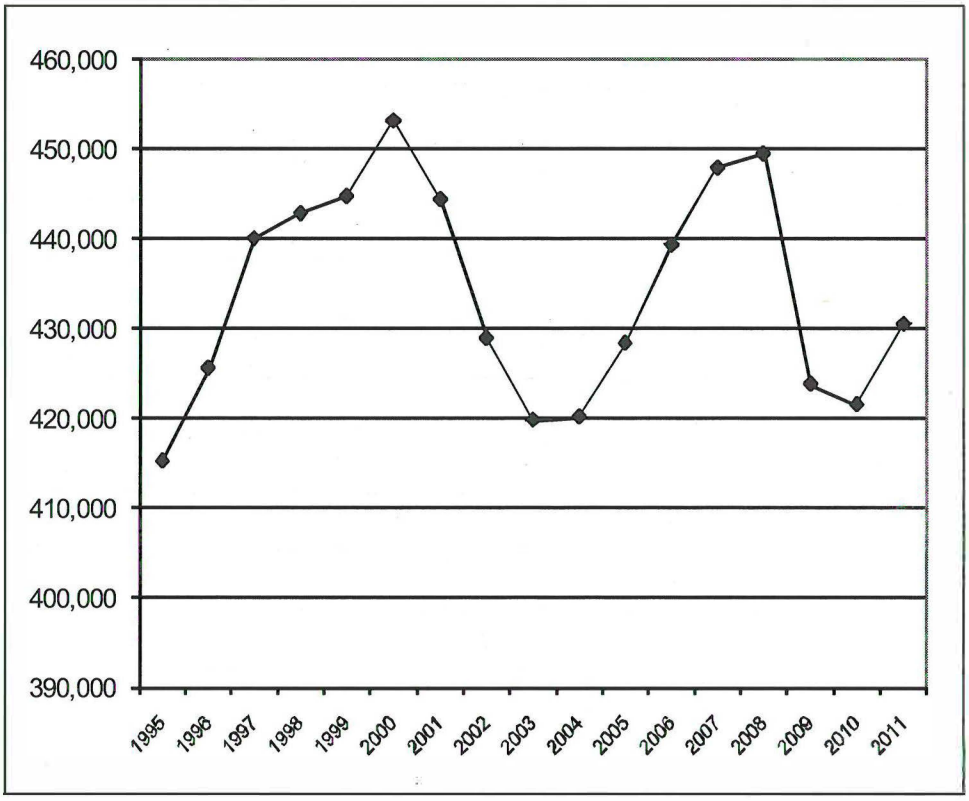
Figure 6: Portland's Per Capita Income



Job Growth

After gaining almost 77,500 jobs during the 1990's (20.6% growth), Multnomah County lost nearly 32,000 during the 2000s, representing a 7% decline. In fact, the economic expansion between 2003 and 2008 failed to return to the peak level of employment achieved in 2000. However, the last year-and-a-half has produced some significant growth with the County adding nearly 10,000 jobs in 2011. In spite of this growth employment levels are similar to the middle of 2002.

Figure 7: Multnomah County Employment

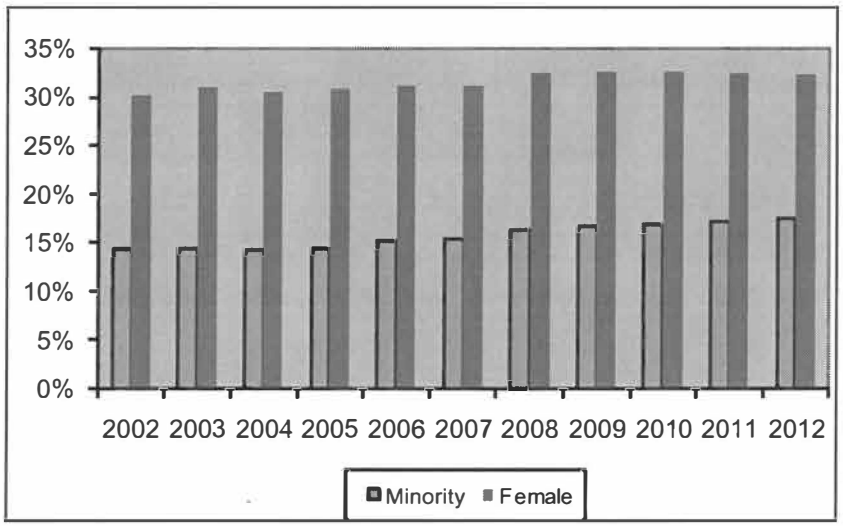


WORKFORCE DIVERSITY

The Council has directed that all City bureaus develop a workforce reflecting the rich cultural diversity of Portland as a community. The figure below indicates that the percentage of all City employees who are women has roughly stabilized at 32.3% in 2012. The percentage of minority employees hovers at 17.49%.

The table below the figure is current as of March 31, 2012. It shows female and minority employment as a percentage of total employment within City bureaus, with a slight increase in racial diversity being reported in 2011.

Figure 8: Citywide Workforce Diversity History
Women and Minorities as a % of City Employees



Citywide Workforce Diversity by Bureau—2012

Bureau	Female Employees as a Percent of Total	Minority Employees as a Percent of Total	Total Employees
Attorney	66.1%	13.6%	59
Auditor	65.2%	10.9%	46
Comm. Of Public Affairs (Saltzman)	66.7%	20.0%	15
Comm. Of Public Safety (Leonard)	40.0%	20.0%	5
Comm. Of Public Utilities (Fritz)	75.0%	12.5%	8
Comm. Of Public Works (Fish)	62.5%	12.5%	8
Community Technology	55.6%	44.4%	9
Development Services	41.3%	14.5%	172
Emergency Communications	70.4%	8.1%	135
Emergency Management	58.8%	11.8%	17
Environmental Services	33.0%	14.9%	524
Fire & Police Disability & Retirement	94.1%	29.4%	17
Fire & Rescue	10.1%	18.1%	752
Government Relations	42.9%	14.3%	7
Housing	67.3%	36.5%	52
Mayor Sam Adam's Office	56.0%	32.0%	25
Neighborhood Involvment	64.9%	16.2%	37
Office of Equity	33.3%	66.7%	6
OMF-BHR	67.6%	46.5%	71
OMF-BTS	27.7%	28.2%	195
OMF-CAO	33.5%	20.2%	203
OMF-Fin Svc	50.0%	22.2%	54
OMF-Purchases	71.1%	36.8%	38
OMF-Revenue	75.4%	18.5%	65
Planning and Sustainability	63.0%	22.2%	108
Police	26.2%	13.7%	1,190
PP&R	36.4%	14.9%	415
Transportation	25.6%	17.8%	695
Water	31.6%	18.2%	583
City Totals	1,782	964	5,511


CITY OF PORTLAND, OREGON
1851

Budget Overview

A Guide to the Budget Overview

The City of Portland (the City) budget document for FY 2012-13 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 2011-12. 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 2012-13 shows a City that has weathered the worst national recession in decades but is still suffering from the lingering impacts of that recession. Business activity is increasing, exports are up, and Portland continues to be a job-creating engine in the state. Unemployment is high, but is slowly trending downward. At the same time, a weak local housing market and slow economic growth nationally are having a material impact on City finances, resulting in lower than expected property tax collections and slower revenue growth than would normally be expected at this point in an economic recovery. As a result, the City needs to make $14.7 million in ongoing reductions in FY 2012-13 in order to balance over the five-year forecast.

The Mayor and Council started preparing early for the recession:

- In FY 2009-10, Council asked bureaus to propose programmatic reductions of up to 5% in anticipation of declining revenues.
- In FY 2010-11, they asked public safety bureaus to prepare 2% reductions, and non-public safety bureaus to prepare 4% reductions.
- In FY 2011-12, they asked for modest program and administrative reductions to keep the City on a sustainable spending path.

The actions over the last three years have kept Portland ahead of the recession. Although large cuts are again needed this year due to property tax compression (see Financial Forecast section below), the aggressive actions taken since FY 2009-10 have kept the revenue impacts from compounding, which should prepare the City well to move into the future.

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 Summary

Total City Budget

The total City budget is down by $157.7 million from the FY 2011-12 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 Adopted Budget for FY 2012-13 is $3.59 billion, which reflects a $157.7 million (4.2%) decrease from the FY 2011-12 Revised Budget. As shown in Figure 1 below, the decreases are in contingency, ending fund balance, debt service, and cash transfers, offset somewhat by increases in bureau expenses.

Total Net Budget

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

The net City Budget is down by $112.3 million from the FY 2011-12 Revised Budget.

After eliminating the intracity transfers, the City's net budget in FY 2012-13 is $2.84 billion. Table 1 of the Financial Summaries provides greater detail of the total and net City budget figures. A summary is shown below.

Figure 9: Requirements by Major Object Category

Major Object Category	Revised FY 2011-12	Adopted FY 2012-13	Dollar Change	Percent Change
Personal Services	$ 610,412,868	$ 602,505,966	$ (7,906,902)	-1.3%
External Materials & Services	736,134,826	770,857,097	34,722,271	4.7%
Internal Materials & Services	194,998,566	186,409,430	(8,589,136)	-4.4%
Capital Outlay	291,131,369	305,519,389	14,388,020	4.9%
Total City Bureau Expenses	**1,832,677,629**	**1,865,291,882**	**32,614,253**	**1.8%**
Contingency	658,189,183	534,623,769	(123,565,414)	-18.8%
Ending Fund Balance	220,309,137	206,404,876	(13,904,261)	-6.3%
Debt Service	437,349,329	421,344,378	(16,004,951)	-3.7%
Cash Transfers	600,012,219	563,191,472	(36,820,747)	-6.1%
Total City Budget	**3,748,537,497**	**3,590,856,377**	**(157,681,120)**	**-4.2%**
Less Intracity Transfers	(795,010,785)	(749,600,902)	45,409,883	-5.7%
Total Net City Expenses	**$ 2,953,526,712**	**$ 2,841,255,475**	**$ (112,271,237)**	**-3.8%**

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

Figure 10: Resources by Major Object Category

Major Object Category	Revised FY 2011-12	Adopted FY 2012-13	Dollar Change	Percent Change
Beginning Fund Balance	$ 773,278,554	$ 587,110,433	$ (186,168,121)	-24.1%
Taxes	451,520,437	453,779,666	2,259,229	0.5%
Licenses & Permits	155,697,900	185,348,236	29,650,336	19.0%
Service Charges & Fees	529,439,194	568,744,603	39,305,409	7.4%
Intergovernmental	340,984,811	239,930,567	(101,054,244)	-29.6%
Miscellaneous Sources	40,757,082	44,057,512	3,300,430	8.1%
Bond & Note Proceeds	661,848,734	762,284,458	100,435,724	15.2%
Intracity Transfers	795,010,785	749,600,902	(45,409,883)	-5.7%
Total City Budget	**3,748,537,497**	**3,590,856,377**	**(157,681,120)**	**-4.2%**
Less Intracity Transfers	(795,010,785)	(749,600,902)	45,409,883	-5.7%
Total Net City Budget	**$ 2,953,526,712**	**$ 2,841,255,475**	**$ (112,271,237)**	**-3.8%**

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 across all funds is decreasing by $186.2 million (24.1%).

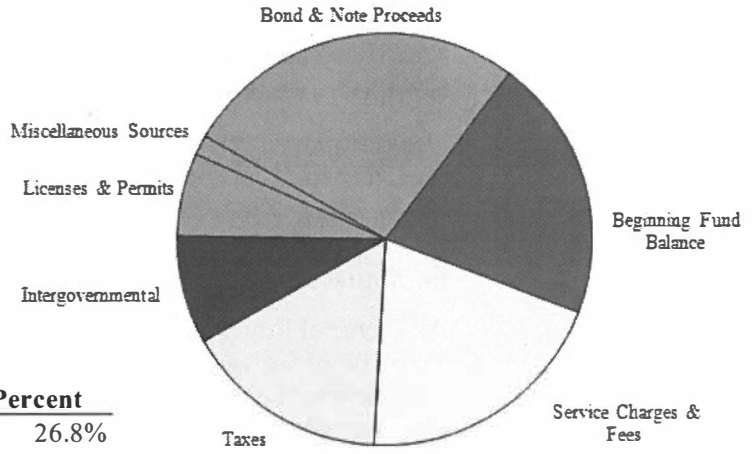
Tax revenues are increasing by $2.3 million (0.5%).

Service charges and fees are up $39.3 million (7.4%). The FY 2012-13 average effective sewer and stormwater bill increase is 5.4%, and the average effective water rate increase is 7.6%.

Intergovernmental revenues are decreasing by $101.1 million (29.6%).

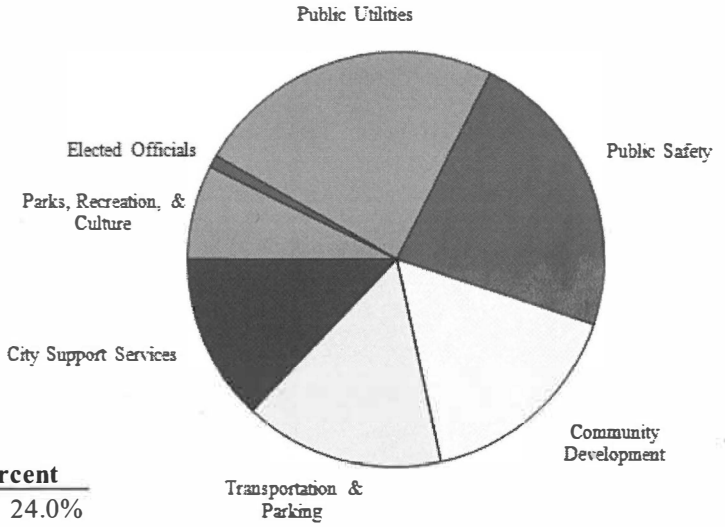
Bond and note proceeds are increasing by $100.4 million (15.2%).

Figure 11: City Net Budget—Resources



Resource	Budget	Percent
Bond & Note Proceeds	$ 762,284,458	26.8%
Beginning Fund Balance	587,110,433	20.7%
Service Charges & Fees	568,744,603	20.0%
Taxes	453,779,666	16.0%
Intergovernmental	239,930,567	8.4%
Licenses & Permits	185,348,236	6.5%
Miscellaneous Sources	44,057,512	1.6%
Total Net Budget	$ 2,841,255,475	100.0%

Figure 12: Total City Bureau Expenses—Requirements by Service Area



Service Area	Budget	Percent
Public Utilities	$ 447,757,423	24.0%
Public Safety	424,612,643	22.8%
Community Development	305,856,119	16.4%
Transportation & Parking	289,876,467	15.5%
City Support Services	242,507,553	13.0%
Parks, Recreation, & Culture	136,940,842	7.3%
Elected Officials	17,740,835	1.0%
Total City Bureau Expenses	$ 1,865,291,882	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.

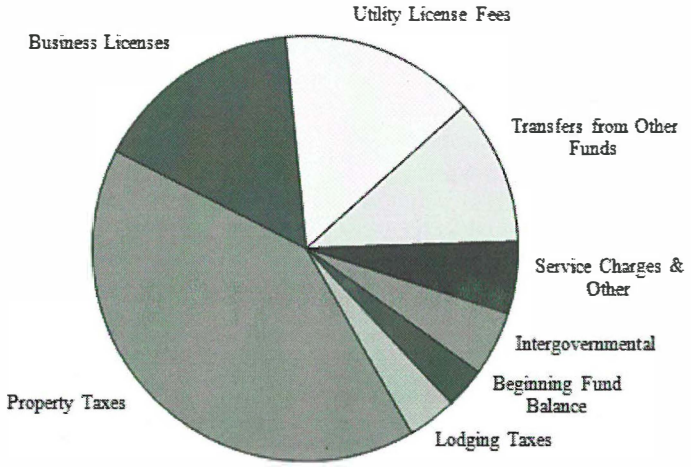
Discretionary resources total $403.2 million, 83.4% of the General Fund.

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

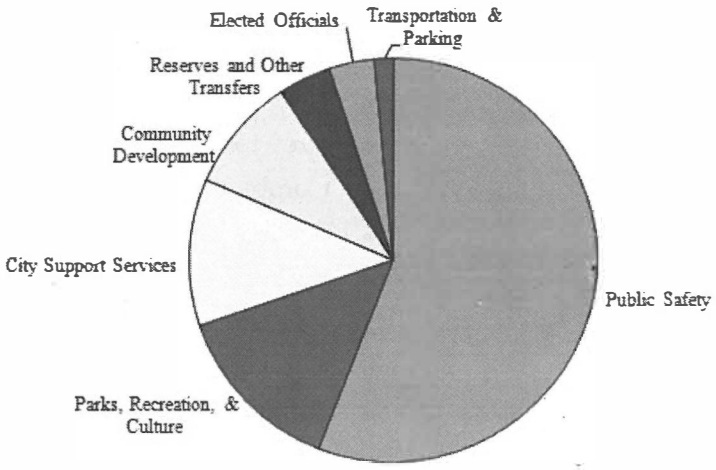
The following charts summarize the City's General Fund budget. General Fund resources are discussed in detail in the Financial Overview, and Table 9 in the Financial Summaries section shows General Fund discretionary and total resources as well as General Fund bureau appropriations backed by discretionary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

Figure 13: General Fund—Resources by Major Category



Resource	Budget	Percent
Property Taxes	$197,935,167	40.9%
Business Licenses	76,563,447	15.8%
Utility License Fees	72,200,963	14.9%
Transfers from Other Funds	53,789,956	11.1%
Service Charges & Other	26,525,134	5.5%
Intergovernmental	23,694,282	4.9%
Lodging Taxes	18,050,550	3.7%
Beginning Fund Balance	14,982,358	3.1%
Total General Fund Budget	$483,741,857	100.0%

Figure 14: General Fund—Requirements by Service Area



Service Area		Budget	Percent
Public Safety	$	274,239,346	55.9%
Parks, Recreation, & Culture		68,022,421	13.9%
City Support Services		57,345,867	11.7%
Community Development		45,015,061	9.2%
Reserves and Other Transfers		20,580,461	4.2%
Elected Officials		17,536,835	3.6%
Transportation & Parking		7,601,866	1.6%
Total General Fund Budget	$	490,341,857	100.0%

Capital Improvement Plan

Overview

The FY 2012-13 Adopted Capital Improvement Plan (CIP) budget totals $471.2 million, not including the Portland Development Commission. The Citywide CIP for FY 2012-13 through FY 2016-17 is projected to be $1.7 billion.

FY 2012-13 Highlights

Public Safety

- Police Training Facility $7,400,719
- Fire GO Bond Station 21 Improvements $1,746,658
- Radio System Replacement $5,775,399
- Fire Apparatus Replacement $5,762,000
- Emergency Coordination Center $12,023,182

Parks, Recreation, and Culture

- Portland Tennis Center Bubble $1,000,000
- Swan Island Waud Bluff Trail $1,735,563
- South Waterfront Projects $1,300,000
- Completion of 3 Maintenance Facility Projects $1,465,649

Public Utilities

◆ Powell Butte Reservoir 2	$53,000,000
◆ Bull Run Dam 2 Tower	$20,680,000
◆ Interstate Facility Rehab	$16,250,000
◆ Kelly Butte Reservoir	$5,050,000
◆ Grey to Green Projects	$3,602,000
◆ Combined Sewer Overflow	$3,404,000
◆ Sewage Treatment projects	$35,009,000
◆ Maintenance and Reliability projects	$36,789,000

Transportation

◆ Milwaukie Light Rail Transit Project	$45,000,000
◆ Killingsworth Commercial - MLK	$3,000,000
◆ Sellwood Bridge	$70,308,161
◆ Bike Share Program	$1,829, 034

City Support Services

◆ CityFleet Replacement	$7,877,858

Local Budget Law

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

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

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

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

Budget Officer and Budget Committee

To give the public ample opportunity to participate in the budget process, Local Budget Law requires that a Budget Officer be appointed and a Budget Committee formed. The Budget Officer prepares the Proposed Budget under direction of the Mayor. The Budget Committee then reviews and revises the Proposed Budget before it is formally adopted by the governing body. For the City, the Budget Officer is the Chief Administrative Officer, 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 Chief Administrative Officer is responsible for overseeing the preparation of the Mayor's Proposed Budget for presentation to the City Council, sitting as the Budget Committee. The Proposed Budget is the culmination of an extensive process of budget development, analysis, and revision. Bureaus prepare Requested Budgets in accordance with direction given by the Mayor. These are submitted to the 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.

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.

This year, the City held two 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. 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 City programs. A public hearing was held on May 17th to gather citizen input on the Proposed Budget.

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, current and historical budget documents, and other financial reports.

Portland Utility Review Board (PURB)

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

Direct Public Testimony

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

- Annual Budget Hearings - the City Council, sitting as the Budget Committee, holds one or more public hearings before the budget is approved. The public may testify on any budget topic during these hearings or submit online testimony.
- Tax Supervising and Conservation Commission Hearing - public testimony is taken during the TSCC hearing on the City's Approved Budget.
- Adopted Budget Hearing - testimony is taken at the City Council session for the final adoption of the budget.

Each year, the Office of the City Auditor commissions a community survey to solicit the public's satisfaction with City services and perception of specific issues which are impacted or managed by the City government. For the period of 1990 through 2010, the City produced a Service Efforts and Accomplishments (SEA) report which presented workload and performance trends for each of the City's public services in a single comprehensive document. In the absence of the SEA, the City's performance and workload data will be maintained and reported on separately by bureaus.

Approving the Budget

In accordance with Local Budget Law, the City Council convenes 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 of 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 before the start of the new fiscal year. Changes that are allowed between the time the budget is approved and final adoption are defined by Local Budget Law and are limited. Changes normally include technical adjustments and carryover amendments.

Amending the Budget

Changes after budget adoption are completed through the budget monitoring process (BMP), which also includes a supplemental budget. In a BMP, bureaus can request to transfer appropriation. In supplemental budgets, bureaus may ask to increase appropriation. The BMP and supplemental budgets provide Council the opportunity to change the budget three to four times a year.

Budget Calendar

Below is a summary of the FY 2012-13 budget calendar, adopted in fall 2011.

Figure 15: FY 2012-13 Budget Schedule

Budget kickoff	November 3
Presentation of General Fund financial forecast to Council	December 7
Bureaus submit Requested Budgets, capital improvement plans, and if required, five-year financial plans	January 30
Financial Planning Requested Budget reviews distributed to Council	March 12
Bureaus present Requested Budgets to City Council	Apr 2 - Apr 13
Mayor releases Proposed Budget decisions	April 30
Proposed Budget document available	May 15
Budget Committee meetings on the Proposed Budget	May 16-17
Utility Rate Review (two hearings)	May 16 & 23
Budget Committee action to approve budget	May 30
Tax Supervising & Conservation Commission hearing on Approved Budget	June 20
Council action to adopt budget	June 21

Financial Overview

City Financial Planning Process

Background

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

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

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

General Fund Financial Forecast

Overview

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 taxes, 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, service reimbursement revenues, bureau fee revenue, bureau overhead recovery, and other revenues dedicated for a specific purpose.

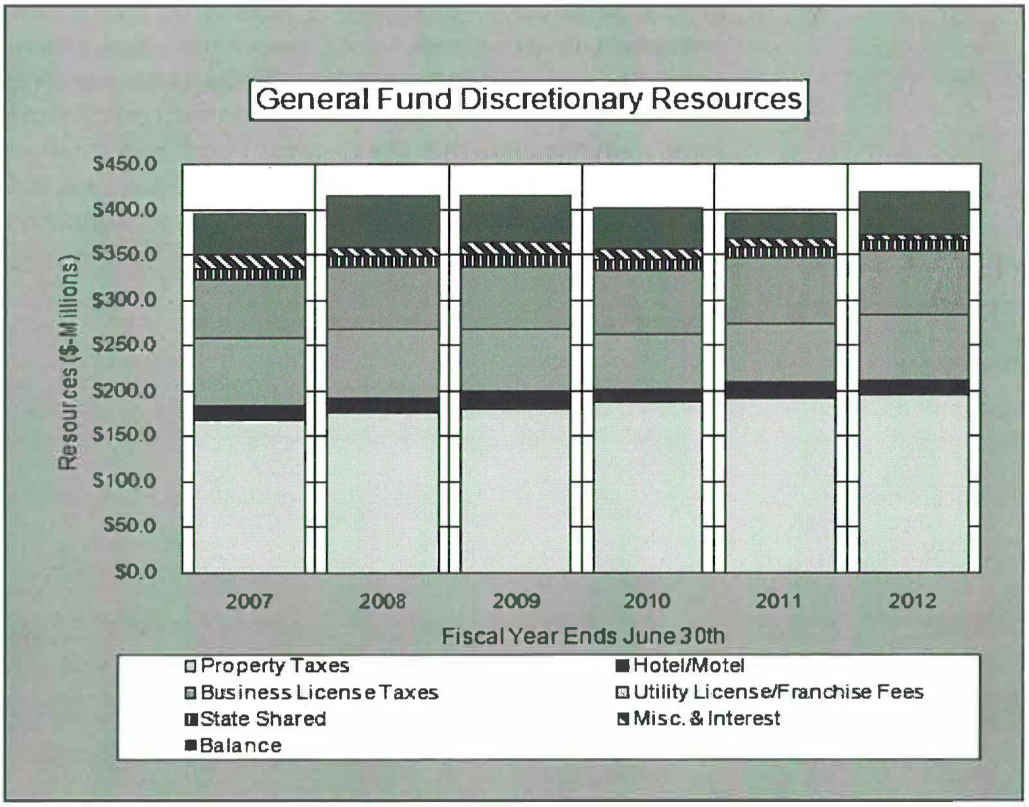
The Council's financial planning process starts with the preparation of a five-year revenue forecast. The five-year revenue forecast is used to develop the five-year financial forecast. The financial forecast compares estimated annual resources (revenue plus beginning fund balance) with projected costs of maintaining General Fund "current appropriation levels" (CAL). Initial revenue and financial forecasts were published in December 2011 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 in late April. 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 in April and published in the Quarterly General Fund Budget and Economic Tracking Report. This report is electronically distributed within the City and to numerous outside recipients. The report 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, 2012.

Historical Resources

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

Figure 16: General Fund Discretionary Resources



In spite of the recent downturn, revenue growth over the past five years has averaged about 1.2% per year. The General Fund's beginning fund balance has averaged about $45.6 million. Prior to FY 2010-11, beginning balances were higher than normal due to under-expenditure of budgets and higher revenues than forecasted. Overall resource growth (revenues plus beginning fund balance) also declined to about 1.2% per year reflecting a strong downturn in both the national and regional economies. The graph illustrates the impact of the last recession as total resources in FY 2011-12 are barely higher than those from 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. Since then, revenues eroded rapidly and are just beginning to recover substantially.

Property taxes in Oregon are governed by a complex pair of voter-approved ballot measures from the 1990s (measures 5 and 50). Generally speaking, taxpayers pay $4.577 per $1,000 in assessed value; however, the actual amount paid may be less than that if certain limitations are met. For instance, citywide General Fund collections were equal to approximately $4.173 per $1,000 in assessed value for FY 2010-11. Property taxes have traditionally been a very stable revenue source, growing by 2% to 4% per year. Recent real estate price declines are threatening this stability as more properties are pushed up against property tax limitations, which are based on real market values.

Generally speaking, businesses with more than $50,000 in annual revenue pay a 2.2% tax on their income to the City of Portland. For those with no net taxable income there is a $100 minimum payment required. 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. Business license revenue further declined in FY 2009-10 to $59.8 million, representing a 21.8% decline since FY 2007-08. These revenues rebounded slightly in FY 2010-11, and have appeared to continue the new growth trend in FY 2011-12.

Utilities, cable, and telecom companies that operate in the City of Portland pay roughly 5% of their revenues to the City for use of right-of-way in conducting business. The four largest taxpayers are Portland General Electric (PGE), Northwest Natural Gas, the City's Bureau of Environmental Services and Comcast Cable. Utility license and franchise fees have grown steadily but more slowly averaging about 1.8% 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' utility license fee revenues at FY 2004-05 levels - that is, until 5% of revenue exceeds these caps, which is just now beginning to occur. 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 prolonged very low natural gas costs have also limited revenue growth.

The Transient Lodgings Tax is a tax upon daily or weekly renters at hotels, motels and other lodgings establishments. The tax rate within Multnomah County is 11.5%. Of the 11.5% tax collected within the City of Portland, 6% goes to the City of Portland: 5% to the General Fund and 1% to Travel Portland. The remaining 5.5% goes to Multnomah County: 2.5% to the Convention Center Phase II, .275% to

hotel/motel operators, and 2.725% to Convention Center Phase I and related operations. Transient lodging tax revenues are similar to business license revenues in that they 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. These revenues fell further in FY 2009-10 to $14.2 million, increased steadily in FY 2010-11 before likely having a record year in FY 2011-12. In total, the year-end estimate for FY 2011-12 of $372.5 million amounts to a 0.9% increase in year-over-year revenues, reflective of the inconsistent economic recovery.

State-shared cigarette and liquor tax revenues grew at a 1.3% rate over the last five years, with most of this growth occurring by the end of FY 2008-09. Miscellaneous revenues and interest income stagnated for most of the last five years due, in large part, to a much lower interest rate environment. The low interest rate environment has sharply cut General Fund interest income revenue, and this revenue is expected to continue to be limited over the next 12 to 18 months.

Forecast Assumption

Slow Economic Recovery

The inconsistent economic recovery is manifesting itself in slower revenue growth than would normally be experienced during an economic recovery. Employment growth has improved steadily, but slowly, and the housing market, in particular is providing significant headwinds. However, broad economic measures suggest generally positive momentum. This is particularly the case with export-related industries and durable goods manufacturing. Even in the weak housing market, permitting activity has resumed, albeit at levels far below pre-recession levels. The unemployment rate reached a post-recession low in March 2012. The seasonally adjusted rate of 7.9% was the lowest since November 2008 and represented a decrease of 1.7 percentage points from the prior March.

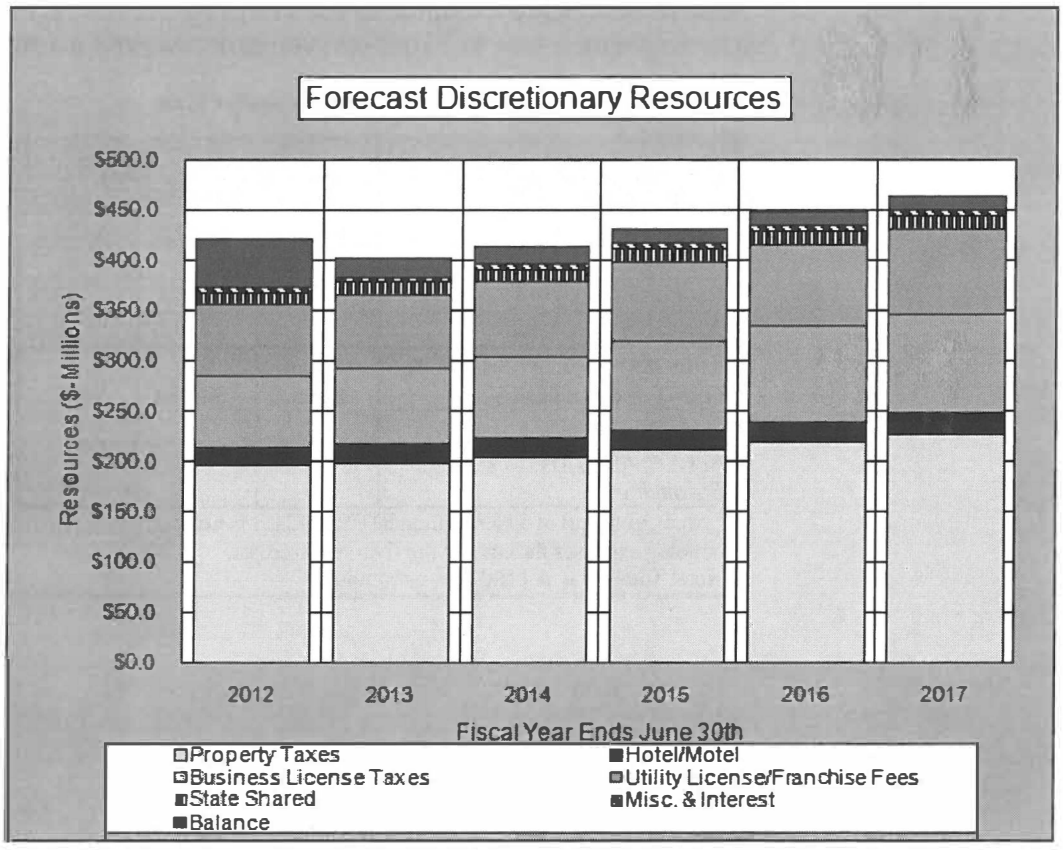
Specific revenue projections as they currently stand as of the April forecast are as follows:

- **Transient Lodging Taxes** - The City General Fund portion of transient lodging revenue forecast calls for FY 2012-13 revenues of about $18 million versus an expected FY 2011-12 year-end of about $17 million. The first six months of FY 2011-12 saw robust growth. Revenues are forecast to grow considerably during the five year forecast horizon.
- **Utility License and Franchise Fees** - The April forecast projects very modest energy-related revenue increases. Revenues are projected to continue to grow consistently over the life of the forecast. Both NW Natural and PGE have pending rate hearings that could increase collections. The price of natural gas has stayed at very low levels for the last couple of years, as new supplies continue to put downward pressure on prices. 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 3.8% per year.

- **Property Taxes** - Property taxes are expected to grow by about 3.0% annually over the life of the forecast. Revenue growth is slower in the near-term as a result of Measure 5 property tax limitations combining with lower real market values to increase property tax compression. While General Fund property taxes are generally insulated from market conditions because of voter-approved Measures 5 and 50, changes to the real market values of properties began having a much more significant impact in FY 2011-12, as property tax compression increased by nearly 40%.
- **Business License Taxes** - Revenues peaked at $76.5 million (inclusive of audit recovery) in FY 2007-08 and then declined to $68.8 million in FY 2008-09 and $59.8 million in FY 2009-10. Revenue Bureau staff currently estimate an FY 2011-12 year-end of $72.1 million. The forecast for FY 2012-13 has been set at $76.2 million, approaching pre-recession highs. Revenues are forecast to grow moderately throughout the forecast horizon.

The figure below summarizes the current five-year revenue forecast (as of April). Average annual revenue growth is projected at 3.8%, with the largest increases in revenue occurring in the out-years of the forecast. The critical resource forecast assumption is maintaining the pro-cyclical growth already seen in business license taxes and transient lodging taxes, along with some much needed stabilization of the local housing market by the summer of 2012.

Figure 17: Forecast General Fund Discretionary Resources



December and April Financial Forecast Results

The slow economic expansion is continuing, even as large portions of Europe have fallen back into recession. This will continue to limit the potential growth of the local and national economies. Growth rates in broad economic indicators, such as Gross Domestic Product, are not expected to reach trend growth rates until at least 2013, let alone exceed trend, as occurs with most economic recoveries. While inflation has come up over the last 12 months, it should moderate in the near term without significant labor market support. With limited general demand, energy prices are not expected to show much movement in the near-term.

This environment translated initially into a December resource forecast for FY 2011-12 of about $396 million. The December financial forecast was updated in late April using more recent current year revenue and expenditure information. The April revenue forecast update increased estimated revenues slightly. Expense savings related to lower-than-expected inflation and health care premiums was offset by increases in expected PERS costs. The result is that the City is projected to need to make $14.7 million in ongoing spending cuts in order to meet current service levels over the five-year forecast horizon. Though changes from December to April were largely modest in nature, the most significant revenue adjustments were higher near-term business license taxes and lower utility license/franchise fees throughout the forecast.

The table below summarizes April financial forecast results showing that $14.7 million in ongoing CAL reductions were necessary to balance the General Fund over the life of the financial forecast. In addition, an estimated $13.4 million in one-time resources are available to the budget process. It is important to note that these results assume that $4.9 million is held in reserve for future spending.

Figure 18: Five-Year Financial Plan

	Fiscal Year				
Budget Category	**2012-13**	**2013-14**	**2014-15**	**2015-16**	**2016-17**
Total Resources	**$400.0**	**$411.2**	**$428.2**	**$446.4**	**$462.4**
Required Ongoing Cuts[1]	-$14.7	$0.0	$0.0	$0.0	$0.0
Available One-Time	$13.4	$0.0	$0.0	$0.0	$0.0
Total Expenses with Cuts & One-Time Spending	**$395.2**	**$410.2**	**$428.2**	**$446.4**	**$462.4**
Reserved for Five-Year Balancing	*$4.9*	*$1.0*	*$0.0*	*$0.0*	*$0.0*

[1] An ongoing cut of $14.7 million in FY 2012-13 is necessary to balance ongoing revenues with ongoing expenses throughout the five-year forecast.
Note: Totals may not add due to rounding

The April financial forecast is based on two key assumptions:

- An expectation of modest economic growth, below that of a "typical" economic expansion. Of course, the preceding recession was anything but "typical" and economies coming out of financial crises have a harder time finding firm economic footing.
- The financial forecast does include any impacts that may result from the November election related to the establishment of a permanent county library district. This election, should the district be approved could lower property tax collections by more than $7 million beginning in FY 2013-14.

Uncertainties and Forecast Risks

City Council's Adopted Budget and financial plan balances the General Fund for the life of the five-year forecast; however, it also directs through budget notes, that in order to lessen the City's structural deficit, approximately $8.3 million in expenses should be converted from one-time funded to ongoing. The result of this is that, absent any other changes to the revenue or expense forecasts, an ongoing General Fund shortfall will need to be addressed as part of the FY 2013-14 budget process.

Future financial uncertainties that may upset the forecast include:

- A primary risk to this forecast is the possibility that voters will establish a permanent library district in November. The County Board has said it will ask voters to renew the existing local option property tax levy in May. Regardless of the outcome of that election, there would be no General Fund impact. However, the Board also announced its intention to ask voters to approve the establishment of a permanent district in November. If approved, the City would see a significant drop in property tax collections beginning in FY 2013-14. Based on preliminary calculations done by the county in December 2011, the City would have collected approximately $7 million less in General Fund property taxes had a district been in place for FY 2011-12. However, because property values have continued to deteriorate, it is expected that a new district with the same levy rate included in the December study would have an even greater impact should it come into effect in FY 2013-14.
- The City includes a variety of assumptions in its forecast for General Fund discretionary expenses. Among the most important are the increases resulting from cost-of-living allowances and PERS costs. Over the past several labor contract negotiations, most notably with the Portland Police Association, the City has signed contracts with costs that exceed the inflationary costs included in the five-year financial forecast. To the extent that this trend continues - the City is negotiating with the Portland Firefighters Association currently - actual expenses will exceed the current forecast.
- Few economic forecasts, if any, are calling for a recession in 2012 or 2013. However, economic growth is slow enough that it remains vulnerable to an external shock. Though difficult to quantify empirically, certainly the after effects of last spring's tsunami in Japan contributed to a slowing economy last summer, as supply chains were disrupted. This risk is particularly acute as it relates to business license and transient lodging taxes.

- As we head toward the second half of 2012 there remain many unanswered federal policy questions, particularly those related to tax rates and the debt ceiling. The Bush tax cuts, originally set to expire for 2011, were given a two-year reprieve, which means they are scheduled to expire at the end of this year. Meanwhile, the debt ceiling debate that paralyzed markets in mid-2011 is set to replay itself out shortly after the November election.

The primary downside risks to the Adopted Budget and five-year financial plan include a return to recession locally and the potential loss of property tax revenue due to compression from a newly formed county library district. Subsequent revenue forecasts, particularly for business licenses and property taxes, could show lower revenues making it difficult for Council to fund the ongoing CAL levels in the Adopted Budget.

Forecast Methodology

Each major General Fund revenue source is forecasted independently based on the specific characteristics of both how and from whom it is collected. For property taxes, the forecast is largely governed by two ballot measures approved by voters in the 1990s. The only factor that is forecast using traditional econometric modeling techniques is the forecast for real market values. This forecast is then folded into the structure created by the ballot measures to arrive at the forecasted values. Both business license taxes and transient lodging taxes are forecast using a variety of regression models, incorporating important variables that reflect a historical correlation between economic activity and collections, as well as one-time factors (e.g., annexations) that help explain prior year collections. Utility license and franchise fee collections are forecasted in a similar manner, with particular attention paid to energy prices and public utility commission rate hearings. Finally, the forecast for state shared revenue combines state-provided forecasts for cigarette and liquor taxes with expectations for pertinent factors for distribution, such as the city population, to determine the five-year forecast figures. Moody's/Economy.com provides national data and some local forecasts for many independent variables included in the forecast models.

Forecasts for expenses generally apply a variety of forecasted inflation factors to current expenditure levels to determine the City's ongoing current appropriation levels for the five years of the forecast. Also included are any reasonably known future costs, the largest of these being expected costs in future years related to the Public Employee Retirement System (PERS). Other costs folded into the five-year forecast included any council-adopted actions, which usually consist primarily of operations and maintenance costs for parks as they come online, as well as costs associated with labor contract agreements. The addition of these costs is important in the budget process because the City financial practice is to balance the budget over the five-year forecast time horizon. In practice this means that, if costs increase in any out-years of the forecasts, ongoing cuts are necessary in year one of the forecast in order to put the City's budget on a sustainable budget path.

Changes In Fund Balance - All Funds

The following table shows the beginning fund balance, change in fund balance, and ending fund balance for each fund within the City. Please note that most funds do not budget ending fund balance. Anticipated unspent funds are typically budgeted in contingency. Please also note that reserves for debt service are displayed as ending fund balance in the following table, but are broken out separately in the fund detail pages of Volume 2.

Figure 19: Changes in Fund Balance

Fund	Beginning Balance	Change in Balance	Ending Balance
General Fund	14,982,358	(14,982,358)	-
Transportation Operating Fund	19,655,548	(19,655,548)	-
Assessment Collection Fund	78,060	(433)	77,627
Emergency Communication Fund	2,641,966	(2,641,966)	-
Development Services Fund	6,144,097	(2,701,720)	3,442,377
Cable Fund	2,639,324	(1,330,559)	1,308,765
Private for Hire Transportation Safety Fund	222,805	(222,805)	-
General Reserve Fund	49,138,109	(49,138,109)	-
Transportation Reserve Fund	2,507,772	(2,507,772)	-
Housing Investment Fund	532,819	(532,819)	-
Parks Local Option Levy Fund	2,955,985	(2,955,985)	-
Children's Investment Fund	219,449	(219,449)	-
Grants Fund	5,400,000	(5,400,000)	-
Portland Parks Memorial Trust Fund	1,990,631	(1,990,631)	-
Tax Increment Financing Reimbursement Fund	3,269,820	(3,269,820)	-
Police Special Revenue Fund	1,455,000	(1,455,000)	-
River District URA Debt Redemption Fund	9,340,000	(168,582)	9,171,418
Bonded Debt Interest and Sinking Fund	375,000	(375,000)	-
Waterfront Renewal Bond Sinking Fund	6,860,382	(358,964)	6,501,418
Interstate Corridor Debt Service Fund	8,222,023	(1,944,154)	6,277,869
Pension Debt Redemption Fund	766,540	(16,540)	750,000
South Park Blocks Redemption Fund	8,427,419	(123,694)	8,303,725
Airport Way Debt Service Fund	1,666,715	(151,410)	1,515,305
Lents Town Center URA Debt Redemption Fund	3,032,592	-	3,032,592
Central Eastside Ind District Debt Service Fund	2,405,863	-	2,405,863
Bancroft Bond Interest and Sinking Fund	12,254,134	757,437	13,011,571
Convention Center Area Debt Service Fund	1,880,544	1,162,135	3,042,679
North Macadam URA Debt Redemption Fund	4,965,650	-	4,965,650
Special Projects Debt Service Fund	-	4,000	4,000
BFRES Facilities GO Bond Construction Fund	1,273,711	(1,273,711)	-
Local Improvement District Construction Fund	4,158,612	(4,158,612)	-
Parks Capital Construction & Maintenance Fund	7,023,099	(7,023,099)	-
Public Safety GO Bond Fund	24,985,927	(24,985,927)	-
Parks Endowment Fund	180,512	(17,890)	162,622
Sewer System Operating Fund	52,200,000	(52,000,000)	200,000
Hydroelectric Power Operating Fund	359,200	(359,200)	-
Water Fund	49,003,411	(49,003,411)	-
Golf Fund	822,661	(822,661)	-
Portland International Raceway Fund	676,155	(676,155)	-
Solid Waste Management Fund	1,646,642	(1,511,738)	134,904
Parking Facilities Fund	6,189,088	(6,189,088)	-
Spectator Facilities Operating Fund	6,000,000	(6,000,000)	-
Environmental Remediation Fund	4,107,500	(4,107,500)	-
Sewer System Debt Redemption Fund	30,850,000	17,026,866	47,876,866
Hydroelectric Power Bond Redemption Fund	4,432,710	40,279	4,472,989
Water Bond Sinking Fund	15,961,566	15,874,000	31,835,566
Sewer System Construction Fund	12,500,000	(12,500,000)	-
Water Construction Fund	9,178,331	48,705,137	57,883,468
Sewer System Rate Stabilization Fund	12,300,000	(12,300,000)	-
Hydroelectric Power Renewal Replacement Fund	9,686,500	(9,686,500)	-
Health Insurance Operating Fund	18,689,380	(18,689,380)	-
Facilities Services Operating Fund	31,992,248	(31,992,248)	-
CityFleet Operating Fund	16,308,285	(16,308,285)	-
Printing & Distribution Services Operating Fund	1,300,000	(1,300,000)	-
Insurance and Claims Operating Fund	27,528,880	(27,528,880)	-
Workers' Comp Self Insurance Operating Fund	18,050,000	(18,050,000)	-
Technology Services Fund	26,922,529	(26,922,529)	-
EBS Services Fund	4,039,262	(4,039,262)	-
Fire & Police Disability & Retirement Fund	13,927,817	(13,927,817)	-
Fire & Police Disability & Retirement Res Fund	750,000	(750,000)	-
Fire & Police Supplemental Retirement Res Fund	35,802	(8,200)	27,602

Financial Outlook—Major Funds

In addition to the General Fund, the Financial Overview includes the outlook for the City's other major funds: the Sewer System Operating Fund, the Transportation Operating Fund, and the Water Fund. The following table shows the actual expenditures or budgets for the General Fund, the three other major funds, and the sum of all other funds for FY 2010-11, FY 2011-12, and FY 2012-13.

None of the major funds budget an unappropriated ending balance; each of the funds manages its reserves differently. The General Fund's 10% reserves are maintained in the General Reserve Fund. For the Bureau of Environmental Services, the combined ending fund balances of the Sewer System Operating Fund and the Sewer System Rate Stabilization Fund must be equal to or greater than 10% of each year's operating expenses, as defined by bond covenants. BES generally maintains 1% reserves in contingency in its operating fund and 9% in its rate stabilization fund. The Bureau of Transportation maintains a Transportation Reserve Fund but has been unable to fund it at the desired 10% level of discretionary revenues. The Water Bureau's policy is to keep a minimum of $15 million in operating reserves in Water Fund contingency, representing about 45 days of operating budget expenditures, and a further minimum of $5 million in Water Construction Fund contingency. Water's actual financial reserves at any point are typically larger than these amounts, and vary with the timing of bond sales, the dates for scheduled debt service payments, season of the year, weather, and other factors.

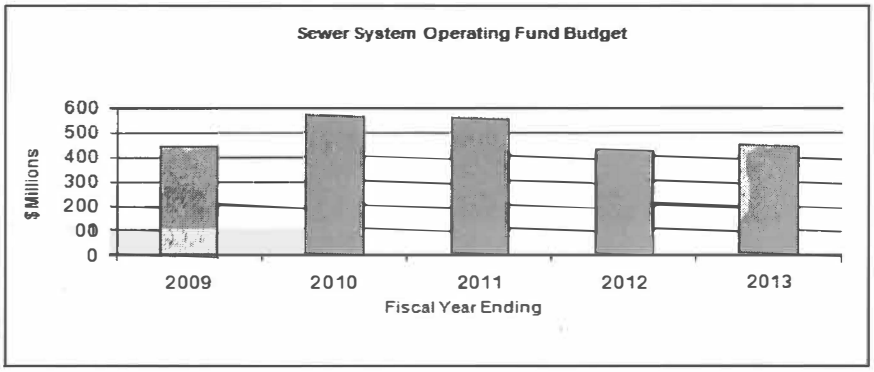
Five-year financial plans are prepared by each of the City's major non-General Fund bureaus. These financial plans provide a multi-year framework within which revenues, expenditures, and capital financing options are presented. This multi-year perspective allows the City to test the potential impact of policy, operational, and system changes, and to avoid subjecting customers to wide or irregular swings in rates and fees.

The FY 2012-13 budget is based upon bureaus' financial plans which were developed using information available through December 2011. The following is a brief overview of the updated financial outlook for the City's three major non-General Fund bureaus. For each fund, the chart shows total fund requirements.

Figure 20: Summary of Major Funds

	General Fund	Sewer System Operating Fund	Transportation Operating Fund	Water Fund	All Other Funds	Total
FY 2010-11 Actual						
Beginning Balance	$ 34,712,975	41,970,249	$ 5,850,439	$ 49,769,357	$ 489,389,550	$ 621,692,570
External Revenues	387,627,547	245,160,019	100,666,709	114,895,735	1,568,309,798	$ 2,416,659,808
Internal Revenues	67,530,251	249,399,482	46,450,634	73,104,694	374,661,363	$ 811,146,424
Total Resources	489,870,773	536,529,750	152,967,782	237,769,786	2,432,360,711	$ 3,849,498,802
Bureau Expenses	404,559,941	300,806,021	137,105,607	124,079,933	661,683,381	$ 1,628,234,883
Fund-level Expenses	38,303,006	182,625,050	13,936,886	65,378,453	1,126,141,500	$ 1,426,384,895
Ending Fund Balance	47,007,826	53,098,679	1,925,289	48,311,400	644,535,830	$ 794,879,024
Total Requirements	489,870,773	536,529,750	152,967,782	237,769,786	2,432,360,711	$ 3,849,498,802
FY 2011-12 Revised Budget						
Beginning Balance	$ 47,007,826	$ 42,200,000	$ 3,185,537	$ 45,268,099	$ 635,617,092	$ 773,278,554
External Revenues	384,046,785	257,510,284	116,281,480	129,012,153	1,293,397,456	$ 2,180,248,158
Internal Revenues	70,261,515	133,961,930	54,092,014	140,243,126	396,452,200	$ 795,010,785
Total Resources	501,316,126	433,672,214	173,559,031	314,523,378	2,325,466,748	$ 3,748,537,497
Bureau Expenses	447,879,046	219,080,697	151,016,175	155,954,134	858,747,577	$ 1,832,677,629
Fund-level Expenses	41,701,954	185,578,637	13,215,309	63,118,310	733,747,338	$ 1,037,361,548
Contingency	11,735,126	28,812,880	9,327,547	95,459,934	512,853,696	$ 658,189,183
Ending Fund Balance	-	200,000	-	-	220,109,137	$ 220,309,137
Total Requirements	501,316,126	433,672,214	173,559,031	314,532,378	2,325,457,748	$ 3,748,537,497
FY 2012-13 Adopted Budget						
Beginning Balance	$ 14,982,358	$ 52,200,000	$ 19,655,548	$ 49,003,411	$ 451,269,116	$ 587,110,433
External Revenues	421,569,543	279,768,006	220,197,930	137,652,446	1,194,957,117	$ 2,254,145,042
Internal Revenues	53,789,956	111,844,275	44,118,926	153,810,208	386,037,537	$ 749,600,902
Total Resources	490,341,857	443,812,281	283,972,404	340,466,065	2,032,263,770	$ 3,590,856,377
Bureau Expenses	441,033,304	214,394,221	251,661,114	222,179,871	736,023,372	$ 1,865,291,882
Fund-level Expenses	39,742,076	176,145,364	14,355,748	66,720,693	687,571,969	$ 984,535,850
Contingency	9,566,477	53,072,696	17,955,542	51,565,501	402,463,553	$ 534,623,769
Ending Fund Balance	-	200,000	-	-	206,204,876	$ 206,404,876
Total Requirements	490,341,857	443,812,281	283,972,404	340,466,065	2,032,263,770	$ 3,590,856,377

Bureau of Environmental Services



The FY 2012-13 Adopted Budget for operating and capital expenditures is $443.8 million which is $10.1 million, or 2.3%, higher than the Revised Budget for FY 2011-12. The budget funds 528.78 FTEs, down from 538.03 in FY 2011-12. The FY 2012-13 average single family monthly sewer and stormwater bill will increase 5.4% from $56.52 to $59.57.

The operating portion of BES's Adopted Budget is 8.3%, or $9.6 million, higher than the FY 2011-12 Revised Budget because $13.5 million of Utility Franchise Fee payments to the General Fund are now reflected within external materials and services. Reductions of $4.2 million from the FY 2011-12 budget were implemented for an increase of 5.4% in the average single-family residential sewer and stormwater bill.

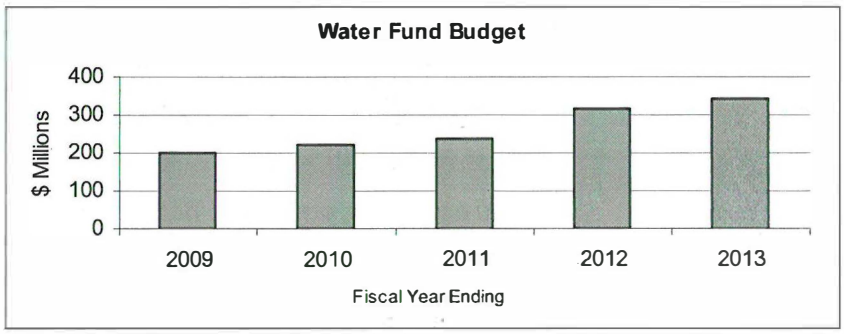
The CIP increases over $35 million over the FY 2011-12 Revised Budget which is primarily due to increases in Maintenance and Reliability and sewage treatment systems, specifically, work at the Columbia Blvd. Wastewater Treatment Plant.

Combined Sewer Overflows: 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 met its commitment to eliminate CSO discharges that violate applicable water quality standards by December 1, 2011. The FY 2012-13 Adopted Budget includes $3.4 million of CSO capital costs, reflecting the close-out of the CSO Program. The final CSO projects that are in the FY 2012-13 budgets are as follows: East Side CSO System Startup and Portsmouth Force Main Odor Control Facility.

Portland Harbor Superfund: BES 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 working 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 2012-13Adopted Budget includes $3.9 million of expenditures related to the Portland Harbor Superfund.

The Office of Healthy Working Rivers: Healthy Working Rivers (HWR) integrate environmental restoration, economic development, and community involvement for the Portland segments of the Willamette and Columbia Rivers. HWR facilitates river-related projects contributing to City and regional economic prosperity, and implements habitat improvement projects to restore and protect riparian ecological functions. The Adopted Budget includes funding of $622,455 for four positions, as well as funding for technical support. For FY 2012-13, one HWR position is on loan to the Endangered Species Act Program and one vacant administrative position is being eliminated.

Water Bureau

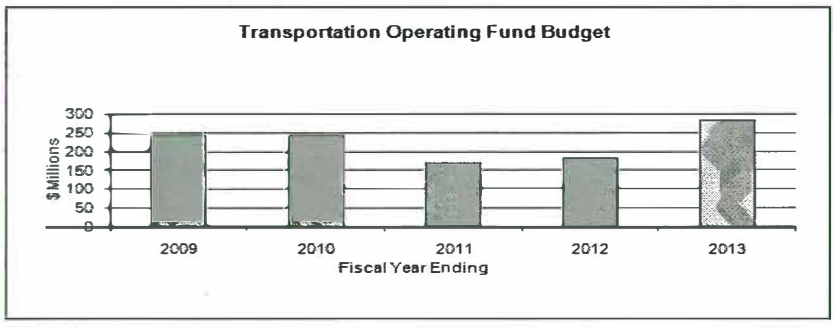


The preliminary 5-year financial plan for the Water Fund projected an average effective retail rate increase of 14.4% for FY 2012-13. City Council approved a retail rate increase of 7.6% for FY 2012-13. The primary factors contributing to the FY 2012-13 retail rate increase include funding related to the Long Term 2 Enhanced Surface Water Treatment Rule (LT2) compliance mandated for increased monitoring, deferred rate increases, and lower retail water demand. Future-year rate increases are estimated at about 13% per year for the next four years.

Operating Budget: The operating budget of $204.6 million for FY 2012-13 is a decrease of $30.4 million from the FY 2011-12 Revised Budget.

Capital Budget: The FY 2012-13 CIP budget of $135.9 million reflects an increase of $56.4 million from the FY 2011-12 Revised CIP Budget. The increase in the FY 2012-13 CIP budget is due primarily to projects required for compliance with Federal Safe Drinking Water regulations. The Water Bureau will continue construction of water storage facilities to comply with the LT2 rule.

Bureau of Transportation



The Transportation Operating Fund's FY 2012-17 financial forecast identified the need to cut ongoing discretionary

programs by $15.1 million starting in FY 2012-13. A major factor is $32.2 million reduction to the bureau's discretionary General Transportation Revenues (GTR) over the five-year forecast ($6.4 million annually). Of this amount, State Gas Tax revenues are reduced by $4.8 million annually.

Total Budget: The FY 2012-13 Adopted Budget is $284.0 million, reflecting a 63.6% increase from the FY 2011-12 Revised Budget. This increase is primarily due to increased costs in capital projects.

Capital Budget: The capital budget is approximately $142.6 million for FY 2012-13; a $101.0 million increase from the FY 2011-12 Revised Budget. This is primarily due to the Sellwood Bridge project.

CITY DEBT MANAGEMENT

Figure 21: Debt Ratings

Definition	Moody's	Standard & Poor's	Fitch
Prime, Maximum Safety			
Highest rating assigned	Aaa	AAA	AAA
Very strong			
High Grade, High Quality	Aa1	AA+	AA+
Very strong security.	Aa2	AA	AA
Only slightly below best rating.	Aa3	AA-	AA-
Upper Medium Grade			
Average security but more subject to	A1	A+	A+
adverse financial and economic	A2	A	A
developments	A3	A-	A-
Lower Medium Grade			
Adequate capacity to secure debt. Adverse	Baa1	BBB+	BBB+
developments may affect ability to meet	Baa2	BBB	BBB
debt service requirements.	Baa3	BBB-	BBB-
Non-Investment Grade - Speculative	Ba1	BB+	BB+
	Ba2	BB	BB
	Ba3	BB-	BB-
Highly Speculative	B1	B+	B+
	B2	B	B
	B3	B-	B-
Substantial Risk - In Poor Standing	Caa1	CCC+	CCC+
	Caa2	CCC	CCC
	Caa3	CCC-	CCC-
Extremely Speculative	Ca	--	--
May be in default	C	--	--
Default	--	--	DDD
	--	--	DDD
	--	D	D

The City of Portland issues a variety of debt instruments to raise capital for construction projects and acquisition of equipment and facilities, and to refinance existing debt. Most of the City's debt is rated by one or more national rating agencies, including Moody's Investors Service and Standard & Poor's Corporation. Bond ratings are based on an independent analysis by financial market professionals and indicate the credit-worthiness of the City's debt obligations. "Aaa" is the highest possible rating, and is based on analysis of four basic factors: economic condition, debt load, financial condition, and overall management of the City.

For over 35 years, the City's unlimited tax general obligation debt has been rated "Aaa" by Moody's. Since May, 2010, the City's First Lien Water System Revenue Bonds have also been rated Aaa by Moody's. The City's limited tax revenue bonds are rated Aa1 by Moody's. The underlying ratings for most other types of City revenue bonds are between "Aa3" and "Aa1" by Moody's and "AA" by Standard & Poor's. Several of the City's revenue bonds are insured and had carried the triple-A rating of the bond insurer. Over the past few years, bond insurers have suffered from widespread downgrades by the rating agencies, resulting in the effective ratings for a significant portion of the City's insured bonds to be equal to the underlying rating.

The following is a brief summary of the City's existing debt and debt instruments, projected as of June 30, 2011.

General Obligation (GO) Debt

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

- $70.7 million of voter-approved general obligation bonds for park system improvements and emergency facilities improvements

Revenue Bonds

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

- $1.57 billion of sewer system revenue bonds
- $508.1 million of urban renewal bonds
- $381.1 million of water revenue bonds
- $11.1 million of hydroelectric power revenue bonds
- $18.5 million of gas tax revenue bonds
- $1.0 million of Parks SDC revenue bonds

General Fund-Backed Debt

General Fund-backed debt is either paid from, or secured by, the General Fund and includes:

- $261.1 million of limited tax pension obligation bonds, of which approximately $97.0 million is attributed to General Fund bureaus and approximately $164.2 to non-General Fund bureaus
- $104.6 million of limited tax revenue bonds for projects related to an intergovernmental agreement known as the Visitor Development Initiative, which includes outstanding bonds for the Convention Center Expansion project ($80.1 million), Civic Stadium (JELD-WEN Field) Improvement project ($23.3 million), and Portland Center for Performing Arts improvements ($1.2 million). While ultimately secured by the General Fund, these bonds are expected to be repaid with revenues generated from surcharges on the transient lodging tax and the motor vehicle rental tax levied by Multnomah County and, for the Civic Stadium bonds, from revenues generated from Spectator Facilities operations.
- $79.1 million of limited tax revenue bonds for building improvements and equipment acquisition

- $14.5 million of arena limited tax revenue bonds. Proceeds of these bonds were used to refund bonds originally issued for public improvements relating to the Oregon Arena Project. These arena limited tax revenue refunding bonds are ultimately secured by the City's General Fund. However, the City expects to pay the debt service on these bonds from revenues received from the Oregon Arena Project.
- $12.0 million of limited tax revenue bonds. Proceeds of these bonds were used to take out a line of credit issued fund the City's share of the JELD-WEN Field project. These limited tax revenue bonds are ultimately secured by the City's General Fund. However, the City expects to pay the debt service on these bonds from revenues of the Spectator Facilities Fund.
- $17.8 million of limited tax revenue bonds issued to refund bonds originally issued to pay for the Portland Streetcar project. These bonds are expected to be repaid from parking revenues, but are additionally secured by the General Fund.
- $9.3 million of limited tax revenue bonds for improvements to the Portland Transit Mall. These bonds are expected to be repaid with revenues from the City's parking meters
- $18.1 million of limited tax housing revenue bonds
- $55.9 million of limited tax improvement bonds
- $2.1 million of bonds issued for improvements in the South Waterfront area of the City
- $69.0 million of principal on urban renewal lines of credit. It is expected these interim financing obligations will be retired with the proceeds of long-term urban renewal and redevelopment bonds
- $6.2 million of principal on lines of credit used to provide short-term and interim financing for local improvement district projects and improvements to park maintenance facilities

Debt Limitation

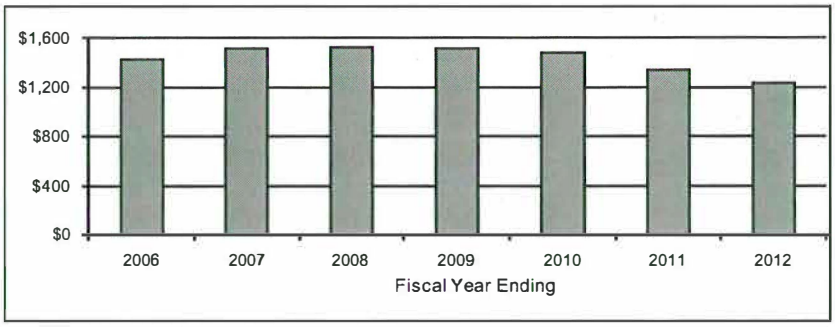
Under Oregon law (ORS 287.004), the City's general obligation debt limit is equal to 3% of the City's real market valuation ($81.2 billion), or about $2.4 billion. Certain self-supporting bonds are exempted from this limitation. The City's debt policies are more restrictive, specifying that general obligation debt can be no more than 0.75% of real market value, or approximately $608.7 million for FY 2011-12. Currently the City has $70.7 million of outstanding general obligation debt that is subject to these debt limitations.

Figure 22: Debt Limitation Criteria

FY 2011-12 Real Market Value	$81,163,435,001
3% of Real Market Value	$2,434,903,050
City outstanding debt subject to limit	$70,740,000
Percent of limitation outstanding	2.91%
Debt margin	$2,364,163,050

The figure below displays gross bonded debt per capita. Included in these figures are the City's outstanding general obligation bonds, limited tax improvement bonds, limited tax revenue bonds, and General Fund-backed lines of credit.

Figure 23: Gross Bonded Debt per Capita



The City periodically assesses opportunities to refund bonds for economic savings. Additionally, there are times when existing bond covenants or other financial structures impinge on prudent and sound financial management. In such cases, the City may choose to refund debt for restructuring purposes.

The City's debt management policies prescribe the circumstances under which the City may refinance outstanding debt. In order to issue advance refunding bonds (i.e., bonds in which the call or maturity date of the refunded bonds is more than 90 days from the date of issuance of the refunding bonds), net present value savings must equal at least 5% of the proceeds of the refunding bonds. Exceptions to this policy can be made with the approval of the Debt Manager and the Director of the Bureau of Financial Services. Notwithstanding City policy, Oregon law requires that advance refunding bonds issued for the purpose of obtaining debt service savings, must attain present value savings of at least 3% of the proceeds of the bonds. The City may issue current refunding bonds (bonds in which the call or maturity date of the refunded bonds is 90 days or less from the date of issuance of the refunding bonds) when net present value savings is equal to or exceeds $100,000. Savings requirements for current or advance refundings undertaken to restructure debt may be waived by the Debt Manager and the Chief Administrative Officer if such a restructuring is in the City's overall best financial interests.

In FY 2011-12 the City issued five series of refunding bonds to provide economic savings. The City issued the Oregon Convention Center Urban Renewal and Redevelopment Refunding Bonds, 2011 Series B to refund the Oregon Convention Center Urban Renewal and Redevelopment Bonds, 2000 Series A; the Downtown Waterfront Urban Renewal and Redevelopment Refunding Bonds, 2011 Series A to refund the Downtown Waterfront Urban Renewal and Redevelopment Bonds, 2000 Series A; Limited Tax Revenue Refunding Bonds, 2011 Series A (Oregon Convention Center Completion Project) to refund the Limited Tax Revenue Bonds, 2001 Series A (Oregon Convention Center Completion Project); Limited Tax Revenue Refunding Bonds, Series 2011 (PCPA Project) to refund the Limited Tax Revenue Bonds, 2001 Series C (PCPA Project); and, the Limited Tax Revenue and Refunding Bonds, 2012 Series B (Police Training Facility Project) to refund the Limited Tax Revenue Refunding Bonds, 2004 Series A and finance costs of the Police Training Facility.

In FY 2011-12 the City issued bonds to convert the balances outstanding on various lines of credit to long-term fixed rate debt. The City issued $46.1 million of Interstate Corridor Urban Renewal and Redevelopment Bonds to repay approximately $43.4 million outstanding on the line of credit and to fund a legally required debt reserve; $3.4 million of Limited Tax Improvement Bonds to repay

approximately $2.2 million outstanding on an LID line of credit and to finance additional capital projects; $12.0 million of Limited Tax Revenue Bonds (JELD-WEN Field Project) to repay approximately $11.9 million outstanding on the line of credit; and, $69.8 million of Oregon Convention Center Urban Renewal and Redevelopment Bonds to repay approximately $30.1 million outstanding on the line of credit and to finance capital projects in the urban renewal area.

The City issued bonds to finance capital projects in addition to the bonds described above, some of which included financing for new capital projects. In FY 2011-12, the City issued the $5.4 million Limited Tax Revenue Bonds, 2011 Series B to finance a portion of the Emergency Coordination Center Project; the $15.4 million Gas Tax Revenue Bonds, 2011 Series A to finance transportation system capital improvements; and the $1.0 million Parks SDC Revenue Bonds, Series 2011 to finance parks SDC capital projects.

Also, in FY 2011-12, the City borrowed approximately $49.0 million on various lines of credit and state loans to fund capital projects including clean water, local improvement and urban renewal.

Anticipated Debt Issuance in FY 2012-13

The City anticipates issuing the following debt obligations during FY 2012-13 (amounts are approximate):

- $217 million in Sewer System Revenue Bonds to finance improvements to the sewer system and refund a portion of outstanding debt
- $215 million in Water System Revenue Bonds to finance improvements to the water system
- $75 million in urban renewal bonds for the River District urban renewal area to convert a short-term line of credit balance to long-term debt
- $14 million in Limited Tax Improvement Bonds to finance local improvement district projects
- $25 million in Tax Anticipation Notes for the Fire & Police Disability & Retirement Fund
- $45 million in Limited Tax Revenue Bonds to finance a portion of the light rail project
- $70 million in Limited Tax Revenue Bonds to finance a portion of the Sellwood Bridge project

The City will likely incur additional indebtedness during FY 2012-13 for other capital needs. The amounts and specific types of debt instruments to be issued will be determined throughout the fiscal year.

Tax Expenditures

The City of Portland offers a number of limited property tax abatement programs that serve as financial and policy tools designed to carry out housing goals, especially those that call for assisting low- and moderate- income households through the preservation or construction of housing or through programs which increase homeownership. The programs also advance important urban development, transportation, and growth management goals which are carried out by providing incentives for new housing development in certain locations.

The Portland Housing Bureau reports annually on current abatements and the estimated tax impacts. This report can be found on their website. The most recent report, issued in December 2011, covers tax year 2011-12. In that year 13,762 units received exemptions. The forgone revenue associated with these exemptions is $4.9 million for the City and $10.7 million for all other taxing jurisdictions."

In June, 2012 the Portland Housing Bureau completed a two-year policy review project and Council adopted recommended changes to the Homeownership and Multi-Unit LTE programs for a three-year pilot period. Changes included caps on the programs, more rigorous requirements for alignment with City housing and community goals, and administrative procedures to increase efficiency, accountability, and transparency.

The City's Financial Structure

Portland's Fund Structure

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

Types of Funds

The City's funds are divided into three classifications: governmental funds, proprietary funds, and fiduciary funds. Governmental funds are used to account for governmental activities. Proprietary funds include enterprise, or business-type activities, and internal service funds. Fiduciary funds are used for resources held for the benefit of parties outside City government where the City acts as an agent or trustee without commingling resources with general City programs.

Major Governmental Funds

General Fund: The General Fund includes all activities of the City that are supported by property taxes and other non-dedicated revenues. These include license and permit fees and state shared cigarette and liquor tax revenues. Bureaus supported by the General Fund include Portland Fire & Rescue, Portland Police Bureau, and Portland Parks & Recreation, among others.

Transportation Operating Fund: This operating fund supports the Portland Bureau of Transportation and receives transportation-related revenues such as gas tax revenues, as well as a transfer from the General Fund.

Non-Major Governmental Funds

Special Revenue Funds: Special revenue funds receive money from specific sources and are restricted to expenditures for specified purposes. Reserve funds hold resources for future use in countering recessionary trends and mitigating mid-year economic downturns or other financial emergencies.

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

Capital Projects Funds: These funds account for major capital acquisition or construction projects such as those funded by general obligation bonds and those in local improvement districts and parks. Revenues are received when the City issues bonds and notes for capital projects. Revenues are also received from other sources of income to the City.

Permanent Funds: The City occasionally creates accounts for gifts or bequests that are legally restricted to the extent that only earnings, and not principal, may be used as designated by the donor. Currently, the City has only one fund of this type, the Parks Endowment Fund.

Proprietary Funds

Enterprise Funds: Enterprise funds, such as the Water Fund and the Sewer System Operating Fund, support business-type activities that charge a fee to external users for goods and services.

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

Fiduciary Funds

The City has three funds for the retirement or disability costs of police and fire personnel. Revenues for the primary fund, the Fire & Police Disability & Retirement (FPDR) Fund, are received from a property tax levy authorized by Portland voters in 1948. Other City employees are covered by the Public Employees Retirement System (PERS), which is administered by the State of Oregon.

Portland Development Commission

The Portland Development Commission (PDC) is the City of Portland's urban renewal and economic development agency. PDC is a semi-autonomous organization that interacts with various City programs. Revenue for PDC is provided through a combination of tax increment revenues, federal grants, program income, contracts, private funding, and transfers from the General Fund. PDC's budget is published as separate budget document.

How Funds Interact

City funds interact in a variety of ways. One fund may reimburse another fund for goods or services. Cash transfers may also result from the exchange of resources between funds to cover operating and capital expenses; for example, a transfer from the General Fund to the Transportation Operating Fund to support the operations and maintenance of street lights. Transfers between funds result in the budgeting of dollars in both funds.

Budgetary Controls

City Council maintains oversight of the City's financial condition through formal reviews of the annual budget, various informal reviews, and work sessions. Formal comparisons between historical and actual expenditures and revenues are completed during the year under the direction of the Financial Planning Division, and reported to Council.

Adjustments to bureau budgets generally occur during the formal reviews through grant acceptance ordinances, or through an over-expenditure ordinance in late June. The reports allow the Council to closely review the Citywide impact of budget adjustments and ensures that Council's directives are followed.

The City has a system for monitoring the financial condition of its General Fund. A Quarterly Financial Tracking Report is issued four times per year. The report provides Council, bureau managers, and the public with information on the status of General Fund revenues and expenditures in comparison to the budget, while also summarizing the current economic conditions.

Basis of Accounting and Accounting Structure

Governmental accounting, governed by state statutes and Generally Accepted Accounting Principles (GAAP), differs substantially from private sector accounting. Private sector financial reports measure economic profits, whereas governmental accounting focuses on disclosing how public money is spent.

Types of Accounting

City funds employ either the accrual basis or modified accrual basis of accounting.

Government-wide financial statements are reported using the economic resources measurement focus and the accrual basis of accounting, as are the proprietary fund and fiduciary fund financial statements. Revenues are recorded when earned, and expenses are recorded when a liability is incurred regardless of the timing of related cash flows.

Governmental fund financial statements are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Governmental funds include the General Fund as well as major and non-major Special Revenue, Debt Service, Capital Projects, and Permanent funds.

Revenues are recognized as soon as they become both measurable and available. Federal and state grants revenues are recorded to the extent that revenues are earned as eligible expenditures are incurred. Expenditures are recorded when a liability is incurred with these exceptions: claims and judgments, interfund transactions for services which are recorded on the accrual basis, interest expenditures on general long-term debt that are recorded when due, earned but unpaid vacations that are recorded as expenditures to the extent they are expected to be liquidated with expendable, available financial resources.

Basis of Budgeting

The City budgets on a modified accrual basis. Any unexpended appropriation balances lapse at the end of the fiscal year.

Financial Reporting

The Comprehensive Annual Financial Report (CAFR) of the City presents a picture of the City's finances both on a Citywide and individual fund basis. The CAFR is prepared in accordance with GAAP. It reconciles differences between the budgetary basis, presented in the annual Adopted Budget, and the other presentations used in preparing the CAFR.

The City has earned GFOA's Certificate of Achievement for the past 28 years.

The City has received the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the past 28 years. GFOA is a national organization, composed of professionals in the field of public financial management. The group has established stringent criteria for the awards program to ensure quality and full-disclosure accounting and reporting systems within the public sector.

Independent Audit Requirements

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

The annual financial report of the City is prepared as required by state law and as recommended by the American Institute of Certified Public Accountants (AICPA). The AICPA requires that an annual audit of the fiscal affairs of the City be performed by an independent auditor in accordance with Government Auditing Standards, issued by the Comptroller General of the United States, and with the minimum standards for audits of Oregon municipal corporations. Under the City Charter, the FPDR Funds and the PDC are required to have separate financial audits.

The City also has an independently elected auditor responsible by City Charter for conducting internal financial and performance audits of specific City services.

Summaries of Financial Policies

The City has formal financial policies, adopted by City Council, as a component of sound government financial management. These policies provide direction to City leaders in making budgetary and financial management decisions. The complete set of policies and their associated linked procedures are on the City's website under Portland Policy Documents, Finance Section. The policies were updated and adopted by City Council in May 2008, with an effective date of July 1, 2008. A summary of these policies, numbered as part of the Portland Policy Documents, follows.

Comprehensive Financial Management Policies Overview

The City of Portland is accountable to the community for the use of public dollars. Municipal resources will be used wisely to ensure adequate funding for the services, public facilities, and infrastructure necessary to meet the community's present and future needs. Financial management policies serve as the blueprint to achieve the fiscal stability required to meet the City's goals and objectives.

The objectives for comprehensive financial management policies are to:

- Guide City Council and City management policy decisions that have significant fiscal impact
- Support planning for long-term needs
- Maintain and protect City assets and infrastructure

- Set forth operating principles that minimize the financial risk in providing City services
- Optimize the efficiency and effectiveness of services to reduce costs and improve service quality
- Employ balanced and fair revenue policies that provide adequate funding for desired programs
- Maintain financial stability and sufficient financial capacity for present and future needs
- Promote sound financial management by providing accurate and timely information on the City's financial condition
- Maintain and enhance the City's credit ratings and prevent default on any municipal financial obligations
- Ensure the legal use of financial resources through an effective system of internal controls
- Promote cooperation and coordination within the City, with other governments and with the private sector in the financing and delivery of services
- Ensure the legal use of financial resources through an effective system of internal controls

Financial Planning

The City of Portland will prepare long-range financial plans to guide City Council in adopting the City budget and to assist Council in ensuring the delivery of needed services through all types of economic cycles. The plans help Council and the community evaluate the financial impact of all programs within the context of regional and local economic conditions. The plans will also assist in coordinating funding needs among enterprise, special revenue, and General Fund functions and needs.

Financial planning and budgeting will be based on the following principles:

- Revenue estimates will be prepared on a conservative basis to minimize the possibility that economic fluctuations could jeopardize ongoing service delivery during the fiscal year.
- Expenditure estimates will anticipate needs that are reasonably predictable.
- Forecasts will rely on a common set of basic economic assumptions that will be established, updated, and distributed by the Financial Planning Division of OMF Bureau of Financial Services.

The Financial Planning Division will prepare an annual City financial assessment report. This report will include a comprehensive overview of the City's financial condition. Five-year financial plans will be prepared annually for the General Fund, General Fund bureaus, major enterprise funds, special revenue funds, and internal service funds. General Fund bureaus will forecast and monitor their own revenues and expenditures. Enterprise and special revenue fund forecasts will identify any impact on rates.

Each bureau that has major capital assets will develop and maintain five-year capital improvement plans. The City will annually prepare a Citywide five-year Capital Improvement Plan that includes prioritized bureau needs for capital replacement, additions, and major maintenance.

The City will preserve its current physical assets and plan in an orderly manner for future capital investments, including the operating and maintenance costs associated with new or additional capital improvements or major equipment. The City will annually prepare a Citywide Capital Asset Management Report for Council consideration, and the report will be delivered to Council prior to the annual budget discussions. At least 25% of General Fund discretionary revenue that exceeds budgeted beginning balance (adjusted) will be allocated to infrastructure maintenance or replacement in the fall budget monitoring process.

Budget Policies

The City will develop and implement a budget process that will:

- Make prudent use of public resources
- Include financial forecast information to ensure that the City is planning adequately for current and future needs
- Involve community members, elected officials, employees, and other key stakeholders
- Provide performance measurement data to assist in assessing program effectiveness
- Comply with City Charter, City Code, and State of Oregon Local Budget Law

The Mayor will develop and present a proposed City budget to the Council for consideration and adoption. The OMF Bureau of Financial Services Financial Planning Division will issue guidelines and rules for the preparation and review of bureau budget requests to the Mayor including a proposed annual budget process and calendar. The Financial Planning Division will maintain a system for financial monitoring and control of the City's budget during the fiscal year and will also review ordinances and significant administrative decisions submitted for Council actions throughout the fiscal year.

For the fall budget monitoring process, General Fund discretionary revenue that exceeds budgeted beginning balance (adjusted) will be added to General Fund contingency, except for those funds allocated to infrastructure maintenance or replacement and the Portland Bureau of Transportation. Funds that had been reserved to pay for General Fund encumbrances but are not needed for this purpose will also be added to General Fund contingency. These funds will be included as a resource in the annual budget process for the upcoming fiscal year.

The budget will comply with the following operating principles:

- In each fund, resources shall be equal to requirements resulting in a balanced budget.
- One-time funds are General Fund resources designed to be used for projects and purchases that can be accomplished within the fiscal year, although Council has increasingly relied on them to fund ongoing needs in recent years.
- Unless otherwise stated explicitly by the Council, the City will not dedicate discretionary revenues for specific purposes in the General Fund. This will preserve the ability of the Council to determine the best use of available revenues to meet changing service requirements.
- The City will budget only the amount of revenue that is needed to fund projected expenditures within the fiscal year.
- The City will optimize the efficiency and effectiveness of its services to reduce costs and improve service quality. The City will coordinate its service delivery with other applicable public and private service providers.

- City operations will be run on a self-supporting basis where doing so will increase efficiency in service delivery or recover the full cost of providing the service by a user fee or charge.
- The City will budget a contingency account for each operating fund adequate to address reasonable but unforeseen requirements within the fiscal year.

Financial Reporting

The City shall maintain a system of financial monitoring, control, and reporting for all operations, funds, and agencies to provide effective means of ensuring that overall City goals and objectives will be met and to assure the City's citizens, partners, and investors that the City is well managed and fiscally sound.

The City will maintain its accounting records and report on its financial condition and results of operations in accordance with state and federal law and regulations, Generally Accepted Accounting Principles (GAAP), and standards established by the Governmental Accounting Standard Board (GASB). Budget reporting will be in accordance with Oregon Local Budget Law.

A qualified independent firm of certified public accountants will perform an annual financial and compliance audit of the City's financial statements. The firm's opinions will be presented in the City's Comprehensive Annual Financial Report (CAFR), in the single audit report as required by the Single Audit Act of 1984, and in the independent auditor's Report on Compliance and on Internal Control over Financial Reporting.

Revenue Policies

The City will maximize and diversify its revenue base to raise sufficient revenue to support essential City services and to maintain services during periods of declining economic activity. City services providing private benefits should be paid for by fees and charges as much as possible to maximize flexibility in the use of City general revenue sources to meet the cost for services of broader public benefit. The City's overall revenue structure will be designed to recapture some of the financial benefits resulting from City economic and community development investments. Revenue collection efforts that produce positive net income for City service delivery will be the highest budget priority.

Charges for services that benefit specific users should recover full costs, including all direct costs, bureau overhead, General Fund overhead, loss of interest, and depreciation on capital plant and equipment.

The City will use and obtain resources as efficiently as possible according to the following principles:

- Use the resources that it already collects.
- Collect the resources to which it is already entitled.
- Seek new resources, consistent with its financial policies and City goals.
- Strive to keep a total revenue mix that encourages growth and keeps Portland competitive in the metropolitan area.
- Enforce its authority to collect revenue due the City, including litigation if necessary.

Bureaus shall conservatively estimate revenue and shall retain all excess bureau-generated revenue. Overall bureau revenue shortfall requiring additional discretionary General Fund resources will result in a bureau current appropriation level reduction.

Reserve Funds

Reserve funds will be established and maintained to ensure the continued delivery of City services to address emergencies, address a temporary revenue shortfall, or provide stability during economic cycles. Sufficient reserve funds will be managed to provide adequate cash flow, stabilize the City's interest rates, and provide continuity in service delivery.

The City shall maintain adequate cash reserves in each fund to maintain a positive cash position at any time during a fiscal year and at year-end.

The level of the General Reserve Fund shall be 10 percent of the General Fund revenues less any short-term borrowing receipts and intrafund revenue. There are two parts to the General Reserve Fund: one-half is designated as the emergency reserve and one-half as the countercyclical reserve. The Council will begin to restore the reserves used under this policy within 24 months after their first use. The Financial Planning Division of the OMF Bureau of Financial Services will manage and monitor the General Reserve Fund and report on the current and projected level of the reserve funds during each budget process.

Cost Allocation

The City will establish and maintain a consistent methodology for allocating the costs of the City's central service functions and activities that benefit or are used by several City organizations. The goal is to provide stable, predictable, and equitable costs and rates to organizations that pay for these services.

The two primary methods used to allocate central services costs to City organizations are the General Fund overhead (GFOH) model and interagency agreements. Business service activities that recover costs through rates and interagency agreements will periodically compare the cost of their fees and rates with other comparable agencies and/or businesses, and report these findings to their customers.

Costs will be allocated for general central support services or activities budgeted in the General Fund. Bureaus and operations that are budgeted in the General Fund do not pay GFOH. The amount to be recovered through the GFOH model shall include all costs of the bureau or activity less all internal and external revenue. The Financial Planning Division of the OMF Bureau of Financial Services will provide each paying agency with its projected GFOH costs in a timely manner so the costs can be included in each agency's budget request.

The Financial Planning Division will annually review the updated GFOH model to ensure that it meets the goal of providing a stable, predictable, and equitable allocation of GFOH costs. Every five years, Financial Planning will conduct a comprehensive review of the GFOH model to identify any needed changes. The results of this review and any recommendations will be provided to the Council.

Costs for services or activities provided to customers that can be defined on a per unit basis based on actual consumption will be allocated through rates. Designated business service activities will recover their costs by charging rates. Those bureaus recovering costs through the use of rates shall do so through the use of interagency agreements between the providing bureau and the receiving bureau. The amount to be recovered by those bureaus through rates shall include all direct and indirect costs of the bureau less any external revenue.

The system of interagency agreements involves budgeting, billing, and service description components. The Chief Administrative Officer issues procedures for interagency agreements that describe the types of agreements, the required elements, budgeting, rate setting, billing, and dispute resolution.

Public Finance and Treasury

The City Treasurer is the custodian of all public money of the City, and the Public Finance and Treasury Division is the central office through which all banking, cash management, ancillary banking, and debt management services are provided to City bureaus.

Banking Services, Cash Management, and Electronic Payment Processing

The Public Finance and Treasury Division ensures the accurate and timely accounting, investment, and security of all the City's cash assets. All cash received by City bureaus is deposited to qualified depositories for public funds and collateralized as prescribed by Oregon Revised Statutes. Only the City Treasurer is authorized to establish bank accounts for the City.

The Public Finance and Treasury Division establishes policies regarding all City banking-related services, including electronic payment processing, which refers to the use of payment cards (credit and debit cards) and automated clearinghouse (ACH) methods of payment. Bureaus use the City's e-Commerce platform (also known as the City's payment processing gateway, or PPG) for all electronic payment card services. Bureaus providing electronic payment processing options are responsible for all direct and indirect costs associated with providing these services.

Investment Policy

The City invests its cash assets in accordance with the City's Investment Policy, the objectives of which are to preserve principal, provide ample liquidity to meet the City's daily cash requirements and generate a fair return. The Investment Policy establishes a conservative set of investment criteria with additional detail on authorized investments, authorized investment institutions and dealers, risk analysis, diversification, distribution of portfolio maturities, internal controls, and reporting. Consistent with the Oregon Revised Statutes governing the investment of public funds, the City Council adopts its investment policy annually.

Debt Management Services

The Public Finance and Treasury Division directs the City's debt program, the objectives of which are to maintain the City's financial health and bond ratings, while ensuring bureaus have timely and cost-effective access to capital markets to implement their capital funding programs.

The objectives of the City's Debt Management Policy are to ensure prudent debt decisions for bureaus and for the City as a whole with additional detail on comprehensive capital planning and financing, limitations on City indebtedness, structure and term of City indebtedness, short-term debt and interim financing, improvement district assessment contract financing, urban renewal financing, conduit financings, financing proposals, selection of finance consultants and service providers, method of sale, refunding of City indebtedness, use of credit enhancement, credit ratings, rebate reporting, covenant compliance, ongoing disclosure, and derivative products.

Summaries of Planning Policies

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

Comprehensive Plan

The 1980 Comprehensive Plan for the City includes goals, policies, objectives, and a plan map, to guide future development and redevelopment of the city. The goals and policies of the Comprehensive Plan provide the context and guidance for future City programs, major capital projects, and other funding decisions. The Comprehensive Plan establishes policies for how and where development occurs in the city. It includes policies that address such issues as public involvement, land use, environmental protection, transportation, and affordable housing. The Bureau of Planning and Sustainability is continuing those efforts in FY 2012-13.

The Portland Plan

On April 25, 2012, City Council adopted Resolution #36918 to "Adopt the Portland Plan as strategic plan to guide future City decisions." The Portland Plan is the document that will guide City development efforts and prioritization of limited resources through 2035. The three-year effort was led by the Bureau of Planning and Sustainability in collaboration with City bureaus, regional agencies/ organizations, and the public; the resulting product is a plan that will serve the interests and needs of citizens, visitors, business community, and partner agencies. The plan is comprised of three integrated strategies: 1) thriving, educated youth; 2) economic prosperity and affordability; 3) and a healthy, connected City. All strategies are tied together by an equity framework to "guide the plan implementation and improve City operational business practices, support actions that promote accountability, close disparity gaps and increase community engagement in civic activities."

Community Policing

Resolution 34670, approved by Council in 1990, adopted the original five-year plan for the Police Bureau transition to a community policing philosophy. In 1994, Council further committed to the community policing philosophy with the passage of Resolution 35264, which adopted the Community Policing Strategic Plan. The plan is updated every five years and defines the bureau's community policing mission, goals and objectives, strategies, and performance measures. The current Community Policing Strategic Plan covers 2007-2012. An updated plan will be implemented in early FY 2012-13.

Regional Transportation

Resolution #34690, approved by Council in 1990, formalized the Council's commitment to development of a regional light rail plan. This action resulted from the successful installation and operation of a light rail line connecting downtown with the city of Gresham, east of Portland. The Westside rail line extending to Hillsboro opened in August 1998.

In 2001 the Airport MAX rail service began running between downtown Portland and the Portland International Airport, and in May 2004, the north-south Interstate light rail line opened, extending from the Rose Quarter in inner Northeast Portland to the Expo Center in North Portland.

In 2001 the City began operation of a new streetcar system that runs north and south through the central city. The street car has since been extended to SW Lowell; continued work on the Portland - Milwaukie Light rail is included in the FY 2010-15 Five Year Capital Improvement Plan and Adopted Budget.

Regional Water Supply Plan (RWSP) and Regional Water Providers Consortium (RWPC)

The RWSP provides a comprehensive, integrated framework of technical information, resource strategies, and actions to meet the water supply needs of the cities, counties, and water districts in the Portland metropolitan area through the year 2050. The Oregon part of the metropolitan region is made up of three counties and 25 cities with a population of approximately 1.3 million. The RWSP was updated in 2004 by the entities which make up the Regional Water Providers Consortium.

The Consortium has a five-year strategic plan which was updated in September 2008. In addition, the Regional Water Supply Plan was also updated. These two plans direct the Consortium to focus on conservation program implementation, emergency planning and preparedness, water issue coordination, and planning decision support tools for water providers through the use of conservation, demand forecasting, and integration models. Part of this effort included negotiation of new wholesale water sales agreements between the City and its major wholesale water customers.

Environmental Services Policy

The budget for the Bureau of Environmental Services reflects a number of policies, with many intended to comply with federal and state requirements.

Endangered Species Act

The City complies with federal ESA requirements to protect and restore salmon and steelhead species.

In 1998 and 1999, NOAA-Fisheries (then called the National Marine Fisheries Service) issued final rules to list the Lower Columbia steelhead and chinook salmon as threatened species under the Endangered Species Act. To respond, the BES budget includes funding to develop and implement comprehensive watershed plans for the Willamette River watershed as well as the Fanno/Tryon Creek, Johnson Creek, and Columbia Slough sub-watersheds. The plans will provide background information and recommendations to improve watershed health that will support the City's fish recovery efforts.

Combined Sewer Overflows

The City has met conditions of the DEQ administrative order on combined sewer overflow controls.

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 met its commitment to eliminate CSO discharges that violate applicable water quality standards by December 1, 2011. The FY 2012-13 Adopted Budget includes $3.4 million of CSO capital costs, reflecting the close-out of the CSO Program. The final CSO projects in the FY 2012-13 budgets are as follows: East Side CSO System Startup and Portsmouth Force Main Odor Control Facility.

Sustainable Development

In 2000, City Council created the Office of Sustainable Development (OSD) by merging the former Energy Office and Bureau of Refuse Disposal. In January, 2009, City Council merged OSD with the Bureau of Planning, creating the Bureau of Planning and Sustainability (BPS). BPS implements the Portland Energy Policy, adopted by Council in 1990, and the Local Action Plan on Global Warming,

adopted by both the City and Multnomah County in 2001. The bureau is also responsible for implementing the Green Building Initiative, which Council adopted in 1999, and supports and staffs the joint City-County Sustainable Development Commission, which was created to carry out the Sustainable City Principles adopted in 1994.

Solid Waste

Council adopted Ordinance #162497 in 1990 to establish residential garbage collection franchise areas, expand neighborhood-based recycling programs, and assess a garbage collection franchise fee. In 1996, a commercial recycling program was implemented. In FY 2001-02, the City Council approved renewal of the franchise contracts with private haulers for the residential solid waste and recycling collection services. Residential franchise fees are set at 5% of haulers' gross revenue. The FY 2012-13 Adopted Budget includes a $1.50 per ton increase over the FY 2011-12; the revised residential haulers' rate is $8.30 per ton.

Economic Development Strategy

The Portland Development Commission's (PDC) economic development activities are guided by two primary plans: the City of Portland's 2009 five-year Economic Development Strategy, and the 2099 City of Portland five-year Neighborhood Economic Development Strategy.

In July 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.

In 2011, the City expanded its policy directive with the adoption of the City of Portland Neighborhood Economic Development Strategy. This strategy addresses how community and public partners and business leadership can use neighborhood-level actions to foster economic opportunity and neighborhood vitality, generating the job and wage growth necessary to support Portland's growing population and cost of living. Three objectives ground this document:

- Build local capacity to achieve economic development outcomes
- Drive neighborhood business growth
- Align and coordinate resources to support neighborhood economic development.

Housing Policies

In FY 2010-11, the newly-formed Portland Housing Bureau developed a new Strategic Plan and brought forward a five-year Consolidated Plan for adoption by Council. These documents, together with the Portland Plan being developed by the Bureau of Planning and Sustainability, set goals for City-funded housing programs going forward.


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Budget Notes

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.

City Support Services

Required Final Reports for Special Appropriations

Council directs the Office of Management & Finance, Financial Planning Division to develop and implement procedures to require all recipients of grants from the General Fund Special Appropriation to provide written reports to document that all terms of the grant agreement have been fulfilled. These reports are to be sent to the City Project Manager no later than 30 days after the completion of the project.

Office of Management and Finance (BTS)

Council directs the Office of Management and Finance to develop options and a recommendation to address the funding gap that currently exists in the area of technology asset replacement and report back to Council during the FY 2012-13 Fall Budget monitoring process.

Community Development

Information Technology Advancement Project

The Bureau of Development Services is directed to work with the Office of Management and Finance (OMF) to develop internal and external project monitoring controls for the Information Technology Advancement Project. The bureau and OMF should consider industry best practice when creating the controls, including looking at decision points and the development of formal project related plans and processes. Recommendations should be presented to Council in the Fall BMP.

Performance Metrics for New Positions

The Bureau of Development Services is directed to provide the Office of Management and Finance, Financial Planning Division with updated performance measure information that links directly to the newly approved 17.6 FTE, in the FY 2012-13 Spring Budget Monitoring Process. This data should be compared against the figures provided during budget development. All variances in performance should be explained.

Restructuring of Operational Zones

Council directs bureaus with operational zones in the City, including the Police Bureau, Fire & Rescue, Parks & Recreation, Bureau of Transportation, and the Office of Neighborhood Involvement, to review the borders of those zones and collaborate with the Bureau of Planning and Sustainability on aligning those boundaries where appropriate.

School Funding

The Approved Budget includes one-time funding for schools, including $4.5 million of Business License revenues and $500,000 from other non-General Fund resources for Portland Public Schools, and $2,137,365 of Business License revenues for other school districts with students residing within the City of Portland allocated by the Average Daily Membership weighted (ADMw) and the percent of the students within the district.

Portland Housing Bureau Sustainable Funding

Council directs the Office of Management and Finance to add sustainable funding for the Safety Net to the FY 2013-14 5-year forecast. The Office of Management and Finance should increase the Portland Housing Bureau's current appropriation level target by $4,600,000, which will replace the bureau's historic reliance on one-time funds.

Ongoing Funding for Graffiti Abatement

One-time funding in the FY 2012-13 budget dedicated to the Graffiti Abatement program in Office of Neighborhood Involvement shall become ongoing funding in the FY 2013-14 budget cycle. The Office of Management and Finance is directed to add $447,232 to ONI's current appropriation level target for FY 2013-14.

Ongoing Funding for Resolutions Northwest

One-time funding in the FY 2012-13 budget dedicated to Resolutions Northwest as administered through the Office of Neighborhood Involvement shall become ongoing funding in the FY 2013-14 budget cycle. The Office of Management and Finance is directed to add $104,692 to ONI's current appropriation level target for FY 2013-14.

Economic Development Sustainable Funding

Council directs the Office of Management and Finance to add sustainable funding for the Portland Development Commission's Economic Development program to the FY 2013-14 5-year forecast. The Office of Management and Finance should increase the Portland Development Commission's FY 2013-14 current appropriation level target by $3,187,065.

Parks, Recreation, and Culture

Operations and Maintenance Increase to Current Appropriations

Council approves an increase of $214,876 to Portland Parks & Recreation's Current Appropriation Level in FY 2013-14 to account for properties and assets coming online during FY 2012-13.

Grounds Keeping Services for Schools

Portland Parks & Recreation will work with local school districts to assess potential efficiencies in the maintenance and management of school grounds by leveraging the scale and expertise of the bureau's grounds keeping management function. The bureau will report back to Council on this assessment in the Fall 2012 Budget Monitoring Process.

Public Safety

Rapid Response Vehicle (RRV) Pilot Program

Portland Fire & Rescue will present a report to Council by October 31, 2012, after the pilot program has been in operation for six months. The report will include information including the metrics used for assessing the program, analysis of the types of calls to which the RRVs responded during the pilot, average response time data of the RRVs, and response time and reliability data of the non-RRV bureau response units during the pilot program period. The bureau should also provide comparative response and reliability data for the periods of when the RRVs were operating (7am-7pm) and when the RRVs were not in operation (7pm-7am).

Training Facility

Portland Fire & Rescue will perform a needs assessment of their current training facility and report on their findings to Council by December 31, 2012, in advance of the FY 2013-14 budget process. The analysis will be funded by existing PF&R resources.

Company Fire Inspection Program

Portland Fire & Rescue will provide a program performance report to Council by September 30, 2012. The report will include monthly data for the period of July 1, 2011 through June 30, 2012 disaggregated by Fire Management Area.

Lift Assist EMS Calls

Portland Fire & Rescue will evaluate the feasibility of charging fees or fines for chronic public assist calls. The bureau will report findings to Council by November 30, 2012.

Billing for Emergency Medical Services

Portland Fire & Rescue will evaluate the feasibility of charging fees for emergency medical calls. The bureau will report findings to Council by November 30, 2012.

Police Overtime Funding

Contingency overtime funding for Occupy Portland or election-related expenses has not been included in the bureau's FY 2012-13 budget. The bureau is expected to come back to Council with an estimate of election-related costs by September 30 so that Council can establish a funding plan if necessary.

Sobering Station & CHIERS

Funding in the FY 2012-13 budget currently dedicated to the Sobering Station and CHIERS will be used to functionally keep the sobering station activities open at their current levels for a period of 1 year and CHIERS for a period of 4-6 months. Council will work on finding funding for and accessing services provided by CHIERS for the remainder of the fiscal year.

Service Coordination Team

The FY 2012-13 Budget includes full funding for the Service Coordination Team (SCT) for six months. The Portland Police Bureau and the Office of Management and Finance are directed to work with our community partners to identify the balance of funding needed to keep the program fully operational for the entire fiscal year, and return to Council in the FY 2012-13 Fall Budget Monitoring Process with funding options.

Public Utilities

Portland Loos

The Portland Water Bureau will transfer all Portland Loos' assets and maintenance responsibilities to the Bureau of Environmental Services effective July 1, 2012.

Utility Liabilities

The Council directs that $200,000 of General Fund revenue shall be set aside to be used for payment of potential Bureau of Environmental Services and Portland Water Bureau legal liabilities currently in dispute and for the funding of measures to address remediation of Willamette Harbor contamination. The Office of Management and Finance is directed to provide Council with a financial plan for use of these funds for these purposes.

Enterprise Bureau Vacancies and Rates

Unless the City Council approves otherwise as part of the budget or budget monitoring process, if necessary to make up a shortfall in revenues, monies budgeted for positions that are/become vacant shall be used to offset revenue shortfalls for any reason including lower-than-planned sales.

Transportation and Parking Services

Alternative Revenue Sources

The Portland Bureau of Transportation is directed to work with its Budget Advisory Committee and explore alternative revenue options. The bureau is directed to report to Council on its findings by January 1, 2013.

Streets of Citywide Significance

The FY 2012-13 Portland Bureau of Transportation's (PBOT) budget is based upon the Streets of Citywide Significance prioritization approach. Streets of Citywide Significance are travel corridors PBOT identifies for priority expenditures due to their high traffic volume across all modes. The prioritization is necessary because the scope of resources needed to maintain transportation infrastructure greatly exceeds resources available. These streets are described in the Streets of Citywide Significance map.


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Guide to Financial Summaries

Introduction

The Financial Summaries section of Volume One contains a variety of tables intended to help the reader view the FY 2012-13 Adopted Budget as a whole, with consolidated budget figures across all the City's funds and bureaus.

The tables in this section only include the City's General Fund funding for the Portland Development Commission (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 - Resources and Requirements*, offers the broadest picture of the City budget. The table includes FY 2009-10 Actuals, FY 2010-11 Actuals, the FY 2011-12 Revised Budget reflecting through accounting period 11 (May 31, 2012), the FY 2012-13 Proposed Budget, and the FY 2012-13 Adopted Budget. Table 1 shows the budget broken out into major revenue and expense classes. There are two types of major expenses classes: bureau expenses and fund expenses. Bureau expenses are the types of operating and capital expenditures that result from the provision of programs or services by the City's bureaus. Categories of bureau expenses are personnel services, external materials and services, internal materials and services, and capital outlay. Fund expenses are financial requirements for a fund to meet its obligations such as contingencies, debt service, and interfund transfers.

The Citywide totals in Table 1 and elsewhere show the sum of the various funds and a net budget figure. The net budget subtracts the double count caused by interfund transfers and internal materials and services.

Appropriation Schedule

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

Bureau Expenses

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

Resources

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

Total Budget by Fiscal Year

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

Tax Levy Computation

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

Urban Renewal Certification

Table 7, *Urban Renewal Certification*, shows estimated FY 2012-13 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 regular part-time positions, limited term positions, and regular full-time positions.

General Fund Revenues and Expenses

Table 9, *General Fund Resources and Requirements*, summarizes the budget for the General Fund, one of the City's largest, most visible, and most flexible funds. It shows the different sources of revenue, the budgets for individual bureaus within the General Fund, and the fund level expenses. The table compares the FY 2011-12 Revised Budget to the FY 2012-13 Adopted Budget.

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 intergovernmental revenues, services charges, permits, fees, and service reimbursements. Overhead recovery from non-General Funds cover these funds' share of the cost of services provided by central administrative bureaus within the General Fund.

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.

Operating and Capital Budget

Table 10, *Operating and Capital Budget*, summarizes the operating and capital expenditures included in bureau budgets for each fiscal year by service area and bureau or fund. The fund requirements, such as contingencies, debt retirement, and interfund transfers are summarized at the end of the table.

Capital Budget by Bureau

Table 11, *Capital Budget by Bureau*, summarizes the Citywide Capital Improvement Plan (CIP) Budget for each bureau.

Capital Budget by Geographic Area

Table 12, *Capital Budget by Geographic Area*, shows CIP budgets by geographic area for each bureau. Some capital projects overlap districts and are reflected in the geographic areas of east, west, north, or citywide.

Historical Funds

Table 13, *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.

Debt Summaries

- Table 14a, *Summary of Indebtedness - Debt Outstanding*, compares the change in total outstanding debt from FY 2011-12 and FY 2012-13.
- Table 14b, *Summary of Indebtedness - Actual Debt Outstanding*, compares the City's total outstanding debt for FY 2010-11, FY 2011-12, and the projected debt outstanding for FY 2012-13.
- Table 15, *Summary of Indebtedness - Debt Service*, shows the amount of debt payments (both principal and interest) the City expects to make in FY 2012-13.
- Table 16, *Principal Over the Life of the Debt*, shows the amount of debt principal paid off each fiscal year for all City debt.
- Table 17, *Interest Over the Life of the Debt*, shows the amount of interest paid each fiscal year on the City's debt.
- Table 18, *Summary of Defeased Indebtedness*, provides information on bonds the City has refunded, but have not yet been paid off by the escrow accounts established for that purpose.


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Total City Budget – Resources and Requirements

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 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
Resources					
External Revenues					
Taxes	440,508,008	451,027,063	451,520,437	453,779,666	453,779,666
Licenses & Permits	149,901,654	154,401,777	155,697,900	185,348,236	185,348,236
Charges for Services	458,754,032	495,529,153	529,439,194	568,960,859	568,744,603
Intergovernmental	188,464,502	319,125,370	340,984,811	234,277,383	239,930,567
Bond & Note	558,408,068	948,036,195	661,848,734	731,814,945	762,284,458
Miscellaneous	61,118,150	48,540,250	40,757,082	39,016,551	44,057,512
Total External Revenues	**1,857,154,416**	**2,416,659,808**	**2,180,248,158**	**2,213,197,640**	**2,254,145,042**
Internal Revenues					
General Fund Discretionary	0	0	0	0	0
Fund Transfers - Revenue	587,630,509	632,544,344	600,012,219	564,624,562	563,191,472
Interagency Revenue	170,838,149	178,602,080	194,998,566	185,663,069	186,409,430
Total Internal Revenues	**758,468,658**	**811,146,424**	**795,010,785**	**750,287,631**	**749,600,902**
Beginning Fund Balance	657,377,127	621,692,570	773,278,554	584,354,649	587,110,433
Total Resources	**3,273,000,200**	**3,849,498,802**	**3,748,537,497**	**3,547,839,920**	**3,590,856,377**
Less Intracity Transfers	(758,468,658)	(811,146,424)	(795,010,785)	(750,287,631)	(749,600,902)
Total NET Budget	**2,514,531,542**	**3,038,352,378**	**2,953,526,712**	**2,797,552,289**	**2,841,255,475**
Requirements					
Bureau Expenditures					
Personnel Services	547,949,863	552,288,664	610,412,868	603,552,647	602,505,966
External Materials and Services	570,758,683	587,897,886	736,134,826	754,176,501	770,857,097
Internal Materials and Services	170,838,149	178,602,080	194,998,566	185,663,069	186,409,430
Capital Outlay	265,326,967	309,446,253	291,131,369	305,349,006	305,519,389
Total Bureau Expenditures	**1,554,873,662**	**1,628,234,883**	**1,832,677,629**	**1,848,741,223**	**1,865,291,882**
Fund Expenditures					
Debt Service	508,803,382	793,840,550	437,349,329	415,876,744	421,344,378
Contingency	0	0	658,189,183	536,858,495	534,623,769
Fund Transfers - Expense	587,630,585	632,544,345	600,012,219	564,624,562	563,191,472
Total Fund Expenditures	**1,096,433,967**	**1,426,384,895**	**1,695,550,731**	**1,517,359,801**	**1,519,159,619**
Ending Fund Balance	621,692,571	794,879,024	220,309,137	181,738,896	206,404,876
Total Requirements	**3,273,000,200**	**3,849,498,802**	**3,748,537,497**	**3,547,839,920**	**3,590,856,377**
Less Intracity Transfers	(758,468,734)	(811,146,425)	(795,010,785)	(750,287,631)	(749,600,902)
Total NET Budget	**2,514,531,466**	**3,038,352,377**	**2,953,526,712**	**2,797,552,289**	**2,841,255,475**

Appropriation Schedule – FY 2012–13

Table 2

Financial Summaries

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

		Fund Requirements			
	Bureau Program Expenses	Contingency	Interfund Cash Transfers	Debt Service	Total Appropriation
Bureau of Development Services					
Development Services Fund	30,480,104	5,537,172	835,401	887,336	37,740,013
Total Bureau of Development Services	**30,480,104**	**5,537,172**	**835,401**	**887,336**	**37,740,013**
Bureau of Emergency Communications					
Emergency Communication Fund	19,301,003	1,841,966	830,138	1,339,013	23,312,120
Total Bureau of Emergency Communications	**19,301,003**	**1,841,966**	**830,138**	**1,339,013**	**23,312,120**
Bureau of Environmental Services					
Environmental Remediation Fund	4,010,320	4,638,016	183,968	1,006	8,833,310
Grants Fund	1,835,828	0	0	0	1,835,828
Sewer System Construction Fund	0	122,790,000	103,000,000	970,000	226,760,000
Sewer System Debt Redemption Fund	0	0	0	148,473,134	148,473,134
Sewer System Operating Fund	214,394,221	53,072,696	173,803,282	2,342,082	443,612,281
Sewer System Rate Stabilization Fund	0	10,350,000	7,000,000	0	17,350,000
Total Bureau of Environmental Services	**220,240,369**	**190,850,712**	**283,987,250**	**151,786,222**	**846,864,553**
Bureau of Fire & Police Disability & Retirement					
Fire & Police Disability & Retirement Fund	116,964,281	11,279,152	71,534	25,516,569	153,831,536
Fire & Police Disability & Retirement Res Fund	0	0	750,000	0	750,000
Total Bureau of Fire & Police Disability & Retirement	**116,964,281**	**11,279,152**	**821,534**	**25,516,569**	**154,581,536**
Bureau of Planning & Sustainability					
General Fund	8,533,775	0	0	0	8,533,775
Grants Fund	7,815,100	0	0	0	7,815,100
Solid Waste Management Fund	4,633,855	1,290,773	155,783	43,601	6,124,012
Total Bureau of Planning & Sustainability	**20,982,730**	**1,290,773**	**155,783**	**43,601**	**22,472,887**
Commissioner of Public Affairs					
Children's Investment Fund	10,026,490	3,872	25,000	0	10,055,362
General Fund	1,532,429	0	0	0	1,532,429
Grants Fund	204,000	0	0	0	204,000
Total Commissioner of Public Affairs	**11,762,919**	**3,872**	**25,000**	**0**	**11,791,791**
Commissioner of Public Safety					
General Fund	762,092	0	0	0	762,092
Total Commissioner of Public Safety	**762,092**	**0**	**0**	**0**	**762,092**
Commissioner of Public Utilities					
General Fund	933,925	0	0	0	933,925
Total Commissioner of Public Utilities	**933,925**	**0**	**0**	**0**	**933,925**
Commissioner of Public Works					
General Fund	902,023	0	0	0	902,023
Total Commissioner of Public Works	**902,023**	**0**	**0**	**0**	**902,023**
Fund & Debt Management					
Airport Way Debt Service Fund	0	0	0	5,584,500	5,584,500
Bonded Debt Interest and Sinking Fund	0	0	0	10,666,553	10,666,553
Central Eastside Ind District Debt Service Fund	0	0	0	5,248,153	5,248,153
Convention Center Area Debt Service Fund	0	0	0	8,601,259	8,601,259
Fire & Police Supplemental Retirement Res Fund	8,500	0	0	0	8,500
Gateway URA Debt Redemption Fund	0	0	0	3,061,600	3,061,600
General Fund	0	5,391,059	33,289,207	6,452,869	45,133,135

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

		Fund Requirements			
	Bureau Program Expenses	Contingency	Interfund Cash Transfers	Debt Service	Total Appropriation
General Reserve Fund	0	51,490,343	0	0	51,490,343
Governmental Bond Redemption Fund	0	0	0	1,434,839	1,434,839
Grants Fund	0	0	0	5,400,000	5,400,000
Interstate Corridor Debt Service Fund	0	0	0	16,175,598	16,175,598
Lents Town Center URA Debt Redemption Fund	0	0	0	9,709,217	9,709,217
North Macadam URA Debt Redemption Fund	0	0	0	11,080,097	11,080,097
Pension Debt Redemption Fund	0	0	166,540	3,721,396	3,887,936
River District URA Debt Redemption Fund	0	0	0	29,661,601	29,661,601
South Park Blocks Redemption Fund	0	0	0	7,053,185	7,053,185
Special Finance and Resource Fund	110,150,856	0	0	1,416,304	111,567,160
Special Projects Debt Service Fund	0	0	0	6,187,040	6,187,040
Waterfront Renewal Bond Sinking Fund	0	0	0	9,592,843	9,592,843
Willamette Industrial URA Debt Service Fund	0	0	0	707,157	707,157
Total Fund & Debt Management	**110,159,356**	**56,881,402**	**33,455,747**	**141,754,211**	**342,250,716**
Office of Equity & Human Rights					
General Fund	1,297,266	0	0	0	1,297,266
Total Office of Equity & Human Rights	**1,297,266**	**0**	**0**	**0**	**1,297,266**
Office of Government Relations					
General Fund	1,351,419	0	0	0	1,351,419
Total Office of Government Relations	**1,351,419**	**0**	**0**	**0**	**1,351,419**
Office of Management & Finance					
BFRES Facilities GO Bond Construction Fund	14,286	1,240,126	26,101	0	1,280,513
Cable Fund	7,290,625	723,403	67,149	0	8,081,177
CityFleet Operating Fund	28,200,476	16,600,631	536,574	327,994	45,665,675
Convention and Tourism Fund	3,371,650	28	43,350	0	3,415,028
EBS Services Fund	8,125,437	2,459,430	1,517,145	4,392,988	16,495,000
Facilities Services Operating Fund	35,559,776	19,516,794	692,138	7,744,206	63,512,914
General Fund	57,429,578	4,175,418	0	0	61,604,996
Grants Fund	400,000	0	0	0	400,000
Health Insurance Operating Fund	49,049,318	17,182,899	600,638	25,917	66,858,772
Insurance and Claims Operating Fund	9,199,013	28,022,848	175,436	61,247	37,458,544
Printing & Distribution Services Operating Fund	6,430,084	1,414,063	226,271	111,151	8,181,569
Private for Hire Transportation Safety Fund	310,000	0	0	0	310,000
Property Management License Fund	5,068,250	0	0	0	5,068,250
Public Safety GO Bond Fund	10,621,867	8,637,662	26,306	0	19,285,835
Spectator Facilities Operating Fund	37,650,194	3,977,960	327,893	7,220,843	49,176,890
Technology Services Fund	48,363,380	22,256,357	4,770,386	1,290,419	76,680,542
Workers' Comp Self Insurance Operating Fund	4,145,238	17,440,556	78,251	57,289	21,721,334
Total Office of Management & Finance	**311,229,172**	**143,648,175**	**9,087,638**	**21,232,054**	**485,197,039**
Office of Neighborhood Involvement					
General Fund	7,046,013	0	0	0	7,046,013
Total Office of Neighborhood Involvement	**7,046,013**	**0**	**0**	**0**	**7,046,013**
Office of the City Attorney					
General Fund	9,533,793	0	0	0	9,533,793
Total Office of the City Attorney	**9,533,793**	**0**	**0**	**0**	**9,533,793**

Appropriation Schedule – FY 2012–13

Table 2

Financial Summaries

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

		Fund Requirements			
	Bureau Program Expenses	Contingency	Interfund Cash Transfers	Debt Service	Total Appropriation
Office of the City Auditor					
Assessment Collection Fund	1,510	0	0	0	1,510
Bancroft Bond Interest and Sinking Fund	0	0	0	7,299,992	7,299,992
General Fund	9,324,127	0	0	0	9,324,127
Local Improvement District Fund	1,403,046	3,800,397	3,402,496	16,747,189	25,353,128
Total Office of the City Auditor	**10,728,683**	**3,800,397**	**3,402,496**	**24,047,181**	**41,978,757**
Office of the Mayor					
General Fund	4,082,239	0	0	0	4,082,239
Total Office of the Mayor	**4,082,239**	**0**	**0**	**0**	**4,082,239**
Portland Bureau of Emergency Management					
General Fund	1,707,258	0	0	0	1,707,258
Grants Fund	7,393,914	0	0	0	7,393,914
Total Portland Bureau of Emergency Management	**9,101,172**	**0**	**0**	**0**	**9,101,172**
Portland Bureau of Transportation					
Gas Tax Bond Redemption Fund	0	0	0	1,087,578	1,087,578
Grants Fund	31,752,129	0	0	0	31,752,129
Parking Facilities Fund	6,153,224	5,997,974	6,407,823	1,875,125	20,434,146
Transportation Operating Fund	251,661,114	17,955,542	7,563,033	6,792,715	283,972,404
Transportation Reserve Fund	0	2,510,277	0	0	2,510,277
Total Portland Bureau of Transportation	**289,566,467**	**26,463,793**	**13,970,856**	**9,755,418**	**339,756,534**
Portland Development Commission					
General Fund	5,844,591	0	0	0	5,844,591
Grants Fund	500,000	0	0	0	500,000
Total Portland Development Commission	**6,344,591**	**0**	**0**	**0**	**6,344,591**
Portland Fire & Rescue					
General Fund	95,289,706	0	0	0	95,289,706
Grants Fund	1,220,000	0	0	0	1,220,000
Public Safety GO Bond Fund	5,762,000	0	0	0	5,762,000
Total Portland Fire & Rescue	**102,271,706**	**0**	**0**	**0**	**102,271,706**
Portland Housing Bureau					
Community Development Block Grant Fund	12,089,258	1,199,453	0	495,000	13,783,711
General Fund	11,302,199	0	0	0	11,302,199
Grants Fund	5,832,389	0	0	0	5,832,389
Headwaters Apartment Complex Fund	62,914	0	0	797,086	860,000
HOME Grant Fund	8,123,106	212,334	0	0	8,335,440
Housing Investment Fund	8,738,976	183,431	288,774	0	9,211,181
Tax Increment Financing Reimbursement Fund	52,178,778	590,364	584,235	0	53,353,377
Total Portland Housing Bureau	**98,327,620**	**2,185,582**	**873,009**	**1,292,086**	**102,678,297**
Portland Parks & Recreation					
General Fund	60,534,557	0	0	0	60,534,557
Golf Fund	7,292,510	1,021,584	312,418	140,411	8,766,923
Grants Fund	2,866,800	0	0	0	2,866,800
Parks Capital Improvement Program Fund	18,148,729	1,024,518	160,019	469,477	19,802,743
Parks Endowment Fund	18,710	0	0	0	18,710
Parks Local Option Levy Fund	779,051	2,206,793	0	0	2,985,844

Appropriation Schedule – FY 2012–13

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

		Fund Requirements			
	Bureau Program Expenses	Contingency	Interfund Cash Transfers	Debt Service	Total Appropriation
Portland International Raceway Fund	1,427,343	716,303	47,271	303,254	2,494,171
Portland Parks Memorial Fund	2,002,212	793,974	0	0	2,796,186
Total Portland Parks & Recreation	**93,069,912**	**5,763,172**	**519,708**	**913,142**	**100,265,934**
Portland Police Bureau					
General Fund	163,626,314	0	0	0	163,626,314
Grants Fund	1,368,514	0	0	0	1,368,514
Police Special Revenue Fund	975,000	800,486	311,425	0	2,086,911
Total Portland Police Bureau	**165,969,828**	**800,486**	**311,425**	**0**	**167,081,739**
Portland Water Bureau					
Hydroelectric Power Bond Redemption Fund	0	0	0	2,696,058	2,696,058
Hydroelectric Power Operating Fund	703,328	218,880	534,718	17,185	1,474,111
Hydroelectric Power Renewal Replacement Fund	0	9,908,840	125,000	0	10,033,840
Water Bond Sinking Fund	0	0	0	37,040,082	37,040,082
Water Construction Fund	0	22,583,894	150,559,296	0	173,143,190
Water Fund	222,179,871	51,565,501	63,696,473	3,024,220	340,466,065
Total Portland Water Bureau	**222,883,199**	**84,277,115**	**214,915,487**	**42,777,545**	**564,853,346**
Total Citywide Appropriation	**1,865,291,882**	**534,623,769**	**563,191,472**	**421,344,378**	**3,384,451,501**

Summary of Bureau Expenses by Fund – FY 2012–13

Table 3

Financial Summaries

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

	Personnel Services	External Mat'l & Svcs	Internal Mat'l & Svcs	Capital Outlay	Total Bureau Expenses
Bureau of Development Services					
Development Services Fund	20,856,083	3,190,826	6,368,195	65,000	30,480,104
Total Bureau of Development Services	**20,856,083**	**3,190,826**	**6,368,195**	**65,000**	**30,480,104**
Bureau of Emergency Communications					
Emergency Communication Fund	13,595,904	1,501,991	4,203,108	0	19,301,003
Total Bureau of Emergency Communications	**13,595,904**	**1,501,991**	**4,203,108**	**0**	**19,301,003**
Bureau of Environmental Services					
Environmental Remediation Fund	434,250	2,697,609	878,461	0	4,010,320
Grants Fund	61,430	702,381	42,260	1,029,757	1,835,828
Sewer System Operating Fund	57,356,309	47,559,044	40,140,427	69,338,441	214,394,221
Total Bureau of Environmental Services	**57,851,989**	**50,959,034**	**41,061,148**	**70,368,198**	**220,240,369**
Bureau of Fire & Police Disability & Retirement					
Fire & Police Disability & Retirement Fund	1,774,413	108,427,421	6,666,947	95,500	116,964,281
Total Bureau of Fire & Police Disability & Retirement	**1,774,413**	**108,427,421**	**6,666,947**	**95,500**	**116,964,281**
Bureau of Planning & Sustainability					
General Fund	6,989,103	655,787	888,885	0	8,533,775
Grants Fund	1,482,986	6,212,161	119,953	0	7,815,100
Solid Waste Management Fund	2,122,078	974,565	1,537,212	0	4,633,855
Total Bureau of Planning & Sustainability	**10,594,167**	**7,842,513**	**2,546,050**	**0**	**20,982,730**
Commissioner of Public Affairs					
Children's Investment Fund	441,768	9,546,584	38,138	0	10,026,490
General Fund	1,064,218	317,189	151,022	0	1,532,429
Grants Fund	0	204,000	0	0	204,000
Total Commissioner of Public Affairs	**1,505,986**	**10,067,773**	**189,160**	**0**	**11,762,919**
Commissioner of Public Safety					
General Fund	642,384	9,347	110,361	0	762,092
Total Commissioner of Public Safety	**642,384**	**9,347**	**110,361**	**0**	**762,092**
Commissioner of Public Utilities					
General Fund	747,510	62,149	124,266	0	933,925
Total Commissioner of Public Utilities	**747,510**	**62,149**	**124,266**	**0**	**933,925**
Commissioner of Public Works					
General Fund	763,461	12,963	125,599	0	902,023
Total Commissioner of Public Works	**763,461**	**12,963**	**125,599**	**0**	**902,023**
Fund & Debt Management					
Fire & Police Supplemental Retirement Res Fund	0	8,500	0	0	8,500
Special Finance and Resource Fund	0	110,150,856	0	0	110,150,856
Total Fund & Debt Management	**0**	**110,159,356**	**0**	**0**	**110,159,356**
Office of Equity & Human Rights					
General Fund	914,805	284,778	97,683	0	1,297,266
Total Office of Equity & Human Rights	**914,805**	**284,778**	**97,683**	**0**	**1,297,266**
Office of Government Relations					
General Fund	931,778	261,118	158,523	0	1,351,419
Total Office of Government Relations	**931,778**	**261,118**	**158,523**	**0**	**1,351,419**

Summary of Bureau Expenses by Fund – FY 2012–13

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

	Personnel Services	External Mat'l & Svcs	Internal Mat'l & Svcs	Capital Outlay	Total Bureau Expenses
Office of Management & Finance					
BFRES Facilities GO Bond Construction Fund	0	0	14,286	0	14,286
Cable Fund	383,220	6,826,302	81,103	0	7,290,625
CityFleet Operating Fund	6,803,610	11,592,562	1,621,446	8,182,858	28,200,476
Convention and Tourism Fund	0	3,207,288	164,362	0	3,371,650
EBS Services Fund	2,289,015	1,457,935	4,378,487	0	8,125,437
Facilities Services Operating Fund	3,497,883	20,942,519	4,161,803	6,957,571	35,559,776
General Fund	28,322,000	21,904,697	7,202,881	0	57,429,578
Grants Fund	0	400,000	0	0	400,000
Health Insurance Operating Fund	1,098,007	47,472,477	478,834	0	49,049,318
Insurance and Claims Operating Fund	1,179,246	5,649,349	2,370,418	0	9,199,013
Printing & Distribution Services Operating Fund	1,902,600	3,376,737	704,497	446,250	6,430,084
Private for Hire Transportation Safety Fund	0	310,000	0	0	310,000
Property Management License Fund	0	5,004,937	63,313	0	5,068,250
Public Safety GO Bond Fund	307,035	4,723,432	364,811	5,226,589	10,621,867
Spectator Facilities Operating Fund	152,130	2,080,000	318,064	35,100,000	37,650,194
Technology Services Fund	24,806,732	15,541,024	3,887,513	4,128,111	48,363,380
Workers' Comp Self Insurance Operating Fund	1,040,006	2,438,584	666,648	0	4,145,238
Total Office of Management & Finance	**71,781,484**	**152,927,843**	**26,478,466**	**60,041,379**	**311,229,172**
Office of Neighborhood Involvement					
General Fund	3,273,573	3,217,394	555,046	0	7,046,013
Total Office of Neighborhood Involvement	**3,273,573**	**3,217,394**	**555,046**	**0**	**7,046,013**
Office of the City Attorney					
General Fund	8,004,274	581,993	947,526	0	9,533,793
Total Office of the City Attorney	**8,004,274**	**581,993**	**947,526**	**0**	**9,533,793**
Office of the City Auditor					
Assessment Collection Fund	0	0	1,510	0	1,510
General Fund	5,079,044	1,760,768	2,484,315	0	9,324,127
Local Improvement District Fund	0	5,000	1,398,046	0	1,403,046
Total Office of the City Auditor	**5,079,044**	**1,765,768**	**3,883,871**	**0**	**10,728,683**
Office of the Mayor					
General Fund	2,247,971	1,491,083	343,185	0	4,082,239
Total Office of the Mayor	**2,247,971**	**1,491,083**	**343,185**	**0**	**4,082,239**
Portland Bureau of Emergency Management					
General Fund	1,199,888	144,546	362,824	0	1,707,258
Grants Fund	838,211	6,555,703	0	0	7,393,914
Total Portland Bureau of Emergency Management	**2,038,099**	**6,700,249**	**362,824**	**0**	**9,101,172**
Portland Bureau of Transportation					
Grants Fund	4,741,332	4,247,521	1,602,854	21,160,422	31,752,129
Parking Facilities Fund	149,241	2,903,705	3,100,278	0	6,153,224
Transportation Operating Fund	66,195,699	143,803,159	23,836,995	17,825,261	251,661,114
Total Portland Bureau of Transportation	**71,086,272**	**150,954,385**	**28,540,127**	**38,985,683**	**289,566,467**

Summary of Bureau Expenses by Fund – FY 2012–13

Table 3

Financial Summaries

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

	Personnel Services	External Mat'l & Svcs	Internal Mat'l & Svcs	Capital Outlay	Total Bureau Expenses
Portland Development Commission					
General Fund	0	5,844,591	0	0	5,844,591
Grants Fund	0	500,000	0	0	500,000
Total Portland Development Commission	**0**	**6,344,591**	**0**	**0**	**6,344,591**
Portland Fire & Rescue					
General Fund	84,570,992	5,422,324	5,296,390	0	95,289,706
Grants Fund	0	0	0	1,220,000	1,220,000
Public Safety GO Bond Fund	0	0	0	5,762,000	5,762,000
Total Portland Fire & Rescue	**84,570,992**	**5,422,324**	**5,296,390**	**6,982,000**	**102,271,706**
Portland Housing Bureau					
Community Development Block Grant Fund	1,606,224	10,453,034	30,000	0	12,089,258
General Fund	294,863	10,610,773	396,563	0	11,302,199
Grants Fund	687,389	5,145,000	0	0	5,832,389
Headwaters Apartment Complex Fund	0	62,914	0	0	62,914
HOME Grant Fund	362,300	7,760,806	0	0	8,123,106
Housing Investment Fund	896,135	7,842,841	0	0	8,738,976
Tax Increment Financing Reimbursement Fund	1,755,054	49,721,490	702,234	0	52,178,778
Total Portland Housing Bureau	**5,601,965**	**91,596,858**	**1,128,797**	**0**	**98,327,620**
Portland Parks & Recreation					
General Fund	39,340,003	14,168,142	7,026,412	0	60,534,557
Golf Fund	3,225,202	3,330,100	538,708	198,500	7,292,510
Grants Fund	196,547	464,842	35,000	2,170,411	2,866,800
Parks Capital Improvement Program Fund	1,012,350	2,167,447	148,112	14,820,820	18,148,729
Parks Endowment Fund	1,000	17,660	50	0	18,710
Parks Local Option Levy Fund	318,419	0	460,632	0	779,051
Portland International Raceway Fund	761,887	553,557	111,899	0	1,427,343
Portland Parks Memorial Fund	426,695	1,227,954	347,563	0	2,002,212
Total Portland Parks & Recreation	**45,282,103**	**21,929,702**	**8,668,376**	**17,189,731**	**93,069,912**
Portland Police Bureau					
General Fund	127,728,313	7,502,523	28,395,478	0	163,626,314
Grants Fund	935,321	306,432	27,469	99,292	1,368,514
Police Special Revenue Fund	0	975,000	0	0	975,000
Total Portland Police Bureau	**128,663,634**	**8,783,955**	**28,422,947**	**99,292**	**165,969,828**
Portland Water Bureau					
Hydroelectric Power Operating Fund	279,255	203,400	220,673	0	703,328
Water Fund	64,418,820	26,158,283	19,910,162	111,692,606	222,179,871
Total Portland Water Bureau	**64,698,075**	**26,361,683**	**20,130,835**	**111,692,606**	**222,883,199**
Total Citywide Bureau Expenses	**602,505,966**	**770,857,097**	**186,409,430**	**305,519,389**	**1,865,291,882**

Summary of Resources by Fund – FY 2012–13

This table summarizes the major categories of estimated resources, 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	Intracity Transfers	Beginning Balances	Total Revenues
Bureau of Development Services						
Development Services Fund	0	27,005,234	4,733,954	3,299,105	6,144,097	41,182,390
Total Bureau of Development Services	**0**	**27,005,234**	**4,733,954**	**3,299,105**	**6,144,097**	**41,182,390**
Bureau of Emergency Communications						
Emergency Communication Fund	0	370,919	6,985,731	13,313,504	2,641,966	23,312,120
Total Bureau of Emergency Communications	**0**	**370,919**	**6,985,731**	**13,313,504**	**2,641,966**	**23,312,120**
Bureau of Environmental Services						
Environmental Remediation Fund	0	4,304,622	32,500	388,688	4,107,500	8,833,310
Grants Fund	0	0	1,835,828	0	0	1,835,828
Sewer System Construction Fund	0	550,000	200,500,000	13,210,000	12,500,000	226,760,000
Sewer System Debt Redemption Fund	0	0	17,150,000	148,350,000	30,850,000	196,350,000
Sewer System Operating Fund	0	278,703,006	1,065,000	111,844,275	52,200,000	443,812,281
Sewer System Rate Stabilization Fund	0	0	50,000	5,000,000	12,300,000	17,350,000
Total Bureau of Environmental Services	**0**	**283,557,628**	**220,633,328**	**278,792,963**	**111,957,500**	**894,941,419**
Bureau of Fire & Police Disability & Retirement						
Fire & Police Disability & Retirement Fund	112,072,367	0	26,719,000	1,112,352	13,927,817	153,831,536
Fire & Police Disability & Retirement Res Fund	0	0	0	0	750,000	750,000
Total Bureau of Fire & Police Disability & Retirement	**112,072,367**	**0**	**26,719,000**	**1,112,352**	**14,677,817**	**154,581,536**
Bureau of Planning & Sustainability						
General Fund	0	0	8,431,275	102,500	0	8,533,775
Grants Fund	0	0	7,815,100	0	0	7,815,100
Solid Waste Management Fund	0	4,528,820	70,580	12,874	1,646,642	6,258,916
Total Bureau of Planning & Sustainability	**0**	**4,528,820**	**16,316,955**	**115,374**	**1,646,642**	**22,607,791**
Commissioner of Public Affairs						
Children's Investment Fund	9,834,626	0	0	1,287	219,449	10,055,362
General Fund	0	0	1,532,429	0	0	1,532,429
Grants Fund	0	0	204,000	0	0	204,000
Total Commissioner of Public Affairs	**9,834,626**	**0**	**1,736,429**	**1,287**	**219,449**	**11,791,791**
Commissioner of Public Safety						
General Fund	0	0	762,092	0	0	762,092
Total Commissioner of Public Safety	**0**	**0**	**762,092**	**0**	**0**	**762,092**
Commissioner of Public Utilities						
General Fund	0	0	784,043	149,882	0	933,925
Total Commissioner of Public Utilities	**0**	**0**	**784,043**	**149,882**	**0**	**933,925**
Commissioner of Public Works						
General Fund	0	0	802,023	100,000	0	902,023
Total Commissioner of Public Works	**0**	**0**	**802,023**	**100,000**	**0**	**902,023**
Fund & Debt Management						
Airport Way Debt Service Fund	5,394,255	0	38,835	0	1,666,715	7,099,805
Bonded Debt Interest and Sinking Fund	10,261,553	0	30,000	0	375,000	10,666,553
Central Eastside Ind District Debt Service Fund	5,224,146	0	24,007	0	2,405,863	7,654,016
Convention Center Area Debt Service Fund	9,732,977	0	30,417	0	1,880,544	11,643,938
Fire & Police Supplemental Retirement Res Fund	0	0	300	0	35,802	36,102
Gateway URA Debt Redemption Fund	3,055,298	0	6,302	0	0	3,061,600

Summary of Resources by Fund – FY 2012–13

Table 4

Financial Summaries

This table summarizes the major categories of estimated resources, 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	Intracity Transfers	Beginning Balances	Total Revenues
General Fund	215,985,717	148,764,410	(360,005,524)	25,406,174	14,982,358	45,133,135
General Reserve Fund	0	0	500,000	1,852,234	49,138,109	51,490,343
Governmental Bond Redemption Fund	0	0	0	1,434,839	0	1,434,839
Grants Fund	0	0	0	0	5,400,000	5,400,000
Interstate Corridor Debt Service Fund	14,157,024	0	74,420	0	8,222,023	22,453,467
Lents Town Center URA Debt Redemption Fund	9,672,588	0	36,629	0	3,032,592	12,741,809
North Macadam URA Debt Redemption Fund	11,030,037	0	50,060	0	4,965,650	16,045,747
Pension Debt Redemption Fund	0	0	579,032	3,292,364	766,540	4,637,936
River District URA Debt Redemption Fund	27,227,408	0	2,265,611	0	9,340,000	38,833,019
South Park Blocks Redemption Fund	6,826,971	0	102,520	0	8,427,419	15,356,910
Special Finance and Resource Fund	0	0	111,567,160	0	0	111,567,160
Special Projects Debt Service Fund	0	0	6,191,040	0	0	6,191,040
Waterfront Renewal Bond Sinking Fund	9,170,927	0	62,952	0	6,860,382	16,094,261
Willamette Industrial URA Debt Service Fund	705,701	0	1,456	0	0	707,157
Total Fund & Debt Management	**328,444,602**	**148,764,410**	**(238,444,783)**	**31,985,611**	**117,498,997**	**388,248,837**
Office of Equity & Human Rights						
General Fund	0	0	1,297,266	0	0	1,297,266
Total Office of Equity & Human Rights	**0**	**0**	**1,297,266**	**0**	**0**	**1,297,266**
Office of Government Relations						
General Fund	0	0	1,253,715	97,704	0	1,351,419
Total Office of Government Relations	**0**	**0**	**1,253,715**	**97,704**	**0**	**1,351,419**
Office of Management & Finance						
BFRES Facilities GO Bond Construction Fund	0	0	5,634	1,168	1,273,711	1,280,513
Cable Fund	0	6,461,194	58,000	231,424	2,639,324	9,389,942
CityFleet Operating Fund	0	0	815,000	28,542,390	16,308,285	45,665,675
Convention and Tourism Fund	3,412,000	0	3,000	28	0	3,415,028
EBS Services Fund	0	0	40,000	12,415,738	4,039,262	16,495,000
Facilities Services Operating Fund	0	1,135,573	1,159,120	29,225,973	31,992,248	63,512,914
General Fund	0	1,676,926	49,253,154	10,674,916	0	61,604,996
Grants Fund	0	0	400,000	0	0	400,000
Health Insurance Operating Fund	0	44,071,924	4,096,066	1,402	18,689,380	66,858,772
Insurance and Claims Operating Fund	0	0	302,000	9,627,664	27,528,880	37,458,544
Printing & Distribution Services Operating Fund	0	141,053	1,358,590	5,381,926	1,300,000	8,181,569
Private for Hire Transportation Safety Fund	0	86,628	300	267	222,805	310,000
Property Management License Fund	0	5,065,050	3,200	0	0	5,068,250
Public Safety GO Bond Fund	0	0	59,500	2,408	19,223,927	19,285,835
Spectator Facilities Operating Fund	0	6,357,137	36,819,677	76	6,000,000	49,176,890
Technology Services Fund	0	172,630	6,141,580	43,443,803	26,922,529	76,680,542
Workers' Comp Self Insurance Operating Fund	0	0	323,500	3,347,834	18,050,000	21,721,334
Total Office of Management & Finance	**3,412,000**	**65,168,115**	**100,838,321**	**142,897,017**	**174,190,351**	**486,505,804**
Office of Neighborhood Involvement						
General Fund	0	157,601	6,826,266	62,146	0	7,046,013
Total Office of Neighborhood Involvement	**0**	**157,601**	**6,826,266**	**62,146**	**0**	**7,046,013**

Summary of Resources by Fund – FY 2012–13

This table summarizes the major categories of estimated resources, 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	Intracity Transfers	Beginning Balances	Total Revenues
Office of the City Attorney						
General Fund	0	0	4,461,824	5,071,969	0	9,533,793
Total Office of the City Attorney	**0**	**0**	**4,461,824**	**5,071,969**	**0**	**9,533,793**
Office of the City Auditor						
Assessment Collection Fund	0	0	1,000	77	78,060	79,137
Bancroft Bond Interest and Sinking Fund	0	0	8,057,429	0	12,254,134	20,311,563
General Fund	0	423,621	7,972,825	927,681	0	9,324,127
Local Improvement District Fund	0	779,100	20,415,336	80	4,158,612	25,353,128
Total Office of the City Auditor	**0**	**1,202,721**	**36,446,590**	**927,838**	**16,490,806**	**55,067,955**
Office of the Mayor						
General Fund	0	0	3,476,696	605,543	0	4,082,239
Total Office of the Mayor	**0**	**0**	**3,476,696**	**605,543**	**0**	**4,082,239**
Portland Bureau of Emergency Management						
General Fund	0	0	1,707,258	0	0	1,707,258
Grants Fund	0	0	7,393,914	0	0	7,393,914
Total Portland Bureau of Emergency Management	**0**	**0**	**9,101,172**	**0**	**0**	**9,101,172**
Portland Bureau of Transportation						
Gas Tax Bond Redemption Fund	0	0	0	1,087,578	0	1,087,578
Grants Fund	0	0	31,752,129	0	0	31,752,129
Parking Facilities Fund	0	13,421,000	64,891	759,167	6,189,088	20,434,146
Transportation Operating Fund	0	38,138,967	182,058,963	44,118,926	19,655,548	283,972,404
Transportation Reserve Fund	0	0	2,505	0	2,507,772	2,510,277
Total Portland Bureau of Transportation	**0**	**51,559,967**	**213,878,488**	**45,965,671**	**28,352,408**	**339,756,534**
Portland Development Commission						
General Fund	0	0	5,844,591	0	0	5,844,591
Grants Fund	0	0	500,000	0	0	500,000
Total Portland Development Commission	**0**	**0**	**6,344,591**	**0**	**0**	**6,344,591**
Portland Fire & Rescue						
General Fund	0	2,620,000	89,501,857	3,167,849	0	95,289,706
Grants Fund	0	0	1,220,000	0	0	1,220,000
Public Safety GO Bond Fund	0	0	0	0	5,762,000	5,762,000
Total Portland Fire & Rescue	**0**	**2,620,000**	**90,721,857**	**3,167,849**	**5,762,000**	**102,271,706**
Portland Housing Bureau						
Community Development Block Grant Fund	0	0	13,783,711	0	0	13,783,711
General Fund	0	0	11,251,260	50,939	0	11,302,199
Grants Fund	0	0	5,832,389	0	0	5,832,389
Headwaters Apartment Complex Fund	0	0	860,000	0	0	860,000
HOME Grant Fund	0	0	8,335,440	0	0	8,335,440
Housing Investment Fund	0	218,924	8,459,438	0	532,819	9,211,181
Tax Increment Financing Reimbursement Fund	0	0	50,083,557	0	3,269,820	53,353,377
Total Portland Housing Bureau	**0**	**218,924**	**98,605,795**	**50,939**	**3,802,639**	**102,678,297**
Portland Parks & Recreation						
General Fund	0	14,449,385	42,417,247	3,667,925	0	60,534,557
Golf Fund	0	7,932,689	10,722	851	822,661	8,766,923

Summary of Resources by Fund – FY 2012–13

Table 4

Financial Summaries

This table summarizes the major categories of estimated resources, 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	Intracity Transfers	Beginning Balances	Total Revenues
Grants Fund	0	0	2,866,800	0	0	2,866,800
Parks Capital Improvement Program Fund	0	4,104,583	7,448,078	1,226,983	7,023,099	19,802,743
Parks Endowment Fund	0	0	820	0	180,512	181,332
Parks Local Option Levy Fund	16,071	0	8,926	4,862	2,955,985	2,985,844
Portland International Raceway Fund	0	1,811,666	5,893	457	676,155	2,494,171
Portland Parks Memorial Fund	0	71,402	644,347	89,806	1,990,631	2,796,186
Total Portland Parks & Recreation	**16,071**	**28,369,725**	**53,402,833**	**4,990,884**	**13,649,043**	**100,428,556**
Portland Police Bureau						
General Fund	0	3,221,192	156,700,394	3,704,728	0	163,626,314
Grants Fund	0	0	1,368,514	0	0	1,368,514
Police Special Revenue Fund	0	0	631,911	0	1,455,000	2,086,911
Total Portland Police Bureau	**0**	**3,221,192**	**158,700,819**	**3,704,728**	**1,455,000**	**167,081,739**
Portland Water Bureau						
Hydroelectric Power Bond Redemption Fund	0	0	2,736,337	0	4,432,710	7,169,047
Hydroelectric Power Operating Fund	0	0	921,100	193,811	359,200	1,474,111
Hydroelectric Power Renewal Replacement Fund	0	0	347,340	0	9,686,500	10,033,840
Water Bond Sinking Fund	0	0	15,934,374	36,979,708	15,961,566	68,875,648
Water Construction Fund	0	1,250,000	198,393,518	22,204,809	9,178,331	231,026,658
Water Fund	0	136,097,583	1,554,863	153,810,208	49,003,411	340,466,065
Total Portland Water Bureau	**0**	**137,347,583**	**219,887,532**	**213,188,536**	**88,621,718**	**659,045,369**
Total Citywide Resources	**453,779,666**	**754,092,839**	**1,046,272,537**	**749,600,902**	**587,110,433**	**3,590,856,377**

Total Resources and Requirements by Fiscal Year

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 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
Bureau of Development Services					
Development Services Fund	30,937,464	30,674,144	34,111,214	41,182,390	41,182,390
Grants Fund	0	0	88,000	0	0
Total Bureau of Development Services	**30,937,464**	**30,674,144**	**34,199,214**	**41,182,390**	**41,182,390**
Bureau of Emergency Communications					
Emergency Communication Fund	19,968,137	20,554,872	24,008,554	23,312,120	23,312,120
Grants Fund	6,580	18,665	0	0	0
Total Bureau of Emergency Communications	**19,974,717**	**20,573,537**	**24,008,554**	**23,312,120**	**23,312,120**
Bureau of Environmental Services					
Environmental Remediation Fund	7,169,451	8,313,180	7,091,868	8,833,122	8,833,310
Grants Fund	(136,813)	161,488	2,816,878	1,835,828	1,835,828
Sewer System Construction Fund	241,793,406	327,140,547	326,679,000	226,760,000	226,760,000
Sewer System Debt Redemption Fund	122,799,545	338,878,039	197,250,500	196,350,000	196,350,000
Sewer System Operating Fund	468,644,925	536,529,750	433,672,214	443,472,221	443,812,281
Sewer System Rate Stabilization Fund	69,540,996	43,490,074	30,735,000	17,350,000	17,350,000
Total Bureau of Environmental Services	**909,811,511**	**1,254,513,078**	**998,245,460**	**894,601,171**	**894,941,419**
Bureau of Fire & Police Disability & Retirement					
Fire & Police Disability & Retirement Fund	143,433,543	144,967,349	151,738,900	153,829,384	153,831,536
Fire & Police Disability & Retirement Res Fund	750,000	750,000	1,500,000	750,000	750,000
Total Bureau of Fire & Police Disability & Retirement	**144,183,543**	**145,717,349**	**153,238,900**	**154,579,384**	**154,581,536**
Bureau of Planning & Sustainability					
General Fund	13,396,833	9,644,443	10,237,708	8,523,775	8,533,775
Grants Fund	1,609,647	4,917,483	17,077,449	7,815,100	7,815,100
Solid Waste Management Fund	8,426,281	8,139,001	7,658,178	6,256,042	6,258,916
Total Bureau of Planning & Sustainability	**23,432,761**	**22,700,927**	**34,973,335**	**22,594,917**	**22,607,791**
Cable Communications & Franchise Management					
Cable Fund	10,795,158	11,368,989	10,570,685	0	0
General Fund	1,951,837	1,670,483	2,066,669	0	0
Total Cable Communications & Franchise Management	**12,746,994**	**13,039,472**	**12,637,354**	**0**	**0**
Commissioner of Public Affairs					
Children's Investment Fund	20,209,990	19,656,334	15,132,435	10,054,075	10,055,362
General Fund	1,783,845	1,710,826	2,437,573	1,532,429	1,532,429
Grants Fund	0	28,500	263,250	204,000	204,000
Total Commissioner of Public Affairs	**21,993,835**	**21,395,660**	**17,833,258**	**11,790,504**	**11,791,791**
Commissioner of Public Safety					
General Fund	722,952	725,410	777,571	762,092	762,092
Total Commissioner of Public Safety	**722,952**	**725,410**	**777,571**	**762,092**	**762,092**
Commissioner of Public Utilities					
General Fund	806,782	827,199	896,340	933,925	933,925
Grants Fund	2,500	0	0	0	0
Total Commissioner of Public Utilities	**809,282**	**827,199**	**896,340**	**933,925**	**933,925**

Total Resources and Requirements by Fiscal Year

Table 5

Financial Summaries

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 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
Commissioner of Public Works					
General Fund	816,447	912,192	898,590	902,023	902,023
Total Commissioner of Public Works	**816,447**	**912,192**	**898,590**	**902,023**	**902,023**
Fund & Debt Management					
Airport Way Debt Service Fund	7,118,692	7,164,093	6,758,878	7,099,805	7,099,805
Bonded Debt Interest and Sinking Fund	46,367,405	9,200,959	10,677,890	10,666,553	10,666,553
Central Eastside Ind District Debt Service Fund	6,338,572	69,568,746	7,789,263	7,654,016	7,654,016
Convention Center Area Debt Service Fund	12,371,489	46,405,213	12,909,170	11,643,938	11,643,938
Fire & Police Supplemental Retirement Res Fund	59,726	52,286	43,714	36,102	36,102
Gateway URA Debt Redemption Fund	2,975,895	15,993,691	3,685,975	3,061,600	3,061,600
General Fund	97,768,070	84,513,028	53,210,607	45,909,798	45,133,135
General Reserve Fund	64,458,965	49,102,026	49,898,677	51,490,343	51,490,343
Governmental Bond Redemption Fund	10,435,487	4,819,768	1,273,149	1,434,839	1,434,839
Grants Fund	22,796,878	67,385,678	6,430,660	0	5,400,000
Interstate Corridor Debt Service Fund	12,161,511	50,836,744	20,168,822	22,453,467	22,453,467
Lents Town Center URA Debt Redemption Fund	34,008,888	13,597,524	13,779,977	12,741,809	12,741,809
North Macadam URA Debt Redemption Fund	11,678,908	80,731,794	19,096,148	16,045,747	16,045,747
Pension Debt Redemption Fund	7,025,363	4,197,998	4,361,755	4,637,936	4,637,936
River District URA Debt Redemption Fund	33,358,448	49,105,025	37,925,914	38,833,019	38,833,019
South Park Blocks Redemption Fund	16,106,796	18,534,004	15,546,778	15,356,910	15,356,910
Special Finance and Resource Fund	89,601,872	86,541,273	151,514,000	111,567,160	111,567,160
Special Projects Debt Service Fund	6,436,941	6,476,133	6,646,243	6,191,040	6,191,040
Waterfront Renewal Bond Sinking Fund	17,529,932	17,288,663	16,742,678	16,094,261	16,094,261
Willamette Industrial URA Debt Service Fund	812,471	1,222,647	1,427,360	707,157	707,157
Total Fund & Debt Management	**499,412,308**	**682,737,293**	**439,887,658**	**383,625,500**	**388,248,837**
Office of Equity & Human Rights					
General Fund	0	0	898,876	1,297,266	1,297,266
Total Office of Equity & Human Rights	**0**	**0**	**898,876**	**1,297,266**	**1,297,266**
Office of Government Relations					
General Fund	1,156,883	1,166,065	1,319,876	1,351,419	1,351,419
Total Office of Government Relations	**1,156,883**	**1,166,065**	**1,319,876**	**1,351,419**	**1,351,419**
Office of Human Relations					
General Fund	666,231	520,851	369,437	0	0
Total Office of Human Relations	**666,231**	**520,851**	**369,437**	**0**	**0**
Office of Management & Finance					
BFRES Facilities GO Bond Construction Fund	11,314,530	6,485,319	3,362,546	1,279,345	1,280,513
Cable Fund	0	0	0	9,389,539	9,389,942
CityFleet Operating Fund	43,394,133	47,178,809	48,176,594	45,581,363	45,665,675
Closed - Business License Surcharge Fund	12,854	0	0	0	0
Convention and Tourism Fund	3,302,854	3,442,915	3,629,620	3,415,000	3,415,028
EBS Services Fund	28,009,529	15,204,919	16,971,405	16,421,607	16,495,000
Emergency Communication Fund	13,510,420	8,171,818	1,072,512	0	0

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 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
Facilities Services Operating Fund	55,392,152	54,614,972	77,434,642	63,059,311	63,512,914
General Fund	55,056,775	41,640,198	48,451,261	61,785,734	61,604,996
Grants Fund	589,351	2,586,309	7,733,913	400,000	400,000
Health Insurance Operating Fund	57,356,554	60,440,289	64,160,170	66,857,370	66,858,772
Insurance and Claims Operating Fund	30,955,659	32,719,745	35,655,576	37,457,332	37,458,544
Printing & Distribution Services Operating Fund	9,071,080	8,425,140	9,035,277	8,197,035	8,181,569
Private for Hire Transportation Safety Fund	221,204	221,284	221,082	310,000	310,000
Property Management License Fund	4,757,681	4,927,885	5,171,286	5,068,250	5,068,250
Public Safety GO Bond Fund	0	19,776,955	26,194,201	19,283,427	19,285,835
Spectator Facilities Operating Fund	18,371,947	26,669,450	39,229,338	49,176,814	49,176,890
Technology Services Fund	93,198,381	87,738,539	95,767,448	76,791,677	76,680,542
Workers' Comp Self Insurance Operating Fund	23,391,762	23,183,715	22,674,112	21,717,635	21,721,334
Total Office of Management & Finance	**447,906,865**	**443,428,261**	**504,940,983**	**486,191,439**	**486,505,804**
Office of Neighborhood Involvement					
General Fund	7,333,576	7,018,597	7,365,972	6,876,273	7,046,013
Grants Fund	0	15,000	5,000	0	0
Total Office of Neighborhood Involvement	**7,333,576**	**7,033,597**	**7,370,972**	**6,876,273**	**7,046,013**
Office of Sustainable Development					
General Fund	0	0	0	0	0
Grants Fund	(1,238,877)	(1,228,947)	0	0	0
Solid Waste Management Fund	0	0	0	0	0
Total Office of Sustainable Development	**(1,238,877)**	**(1,228,947)**	**0**	**0**	**0**
Office of the City Attorney					
General Fund	8,415,443	8,426,608	9,542,419	9,497,793	9,533,793
Total Office of the City Attorney	**8,415,443**	**8,426,608**	**9,542,419**	**9,497,793**	**9,533,793**
Office of the City Auditor					
Assessment Collection Fund	80,406	80,372	79,893	79,133	79,137
Bancroft Bond Interest and Sinking Fund	22,057,890	25,282,298	21,632,567	20,311,563	20,311,563
Closed - Campaign Finance Fund	1,291,011	547,232	0	0	0
General Fund	7,771,333	8,268,111	9,241,760	9,139,127	9,324,127
Local Improvement District Fund	58,791,219	17,899,503	20,830,513	25,353,048	25,353,128
Total Office of the City Auditor	**89,991,859**	**52,077,516**	**51,784,733**	**54,882,871**	**55,067,955**
Office of the Mayor					
General Fund	2,971,314	3,082,331	4,705,761	4,082,239	4,082,239
Grants Fund	0	0	2,500	0	0
Total Office of the Mayor	**2,971,314**	**3,082,331**	**4,708,261**	**4,082,239**	**4,082,239**
Portland Bureau of Emergency Management					
General Fund	1,632,718	1,603,232	1,769,727	1,707,258	1,707,258
Grants Fund	(1,233,703)	(1,518,298)	6,533,227	7,393,914	7,393,914
Total Portland Bureau of Emergency Management	**399,015**	**84,934**	**8,302,954**	**9,101,172**	**9,101,172**
Portland Bureau of Transportation					
Gas Tax Bond Redemption Fund	1,096,824	1,076,151	2,753,757	1,087,578	1,087,578
Grants Fund	49,331,381	63,392,257	86,568,918	31,752,129	31,752,129

Total Resources and Requirements by Fiscal Year

Table 5

Financial Summaries

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 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
Parking Facilities Fund	22,773,300	21,533,653	21,271,238	21,668,307	20,434,146
Transportation Operating Fund	164,584,176	152,967,782	173,559,031	283,132,033	283,972,404
Transportation Reserve Fund	2,498,292	2,505,267	2,516,292	2,510,277	2,510,277
Total Portland Bureau of Transportation	**240,283,973**	**241,475,110**	**286,669,236**	**340,150,324**	**339,756,534**
Portland Development Commission					
General Fund	0	3,839,959	4,948,326	5,004,591	5,844,591
Grants Fund	20,171	200,000	500,000	500,000	500,000
Total Portland Development Commission	**20,171**	**4,039,959**	**5,448,326**	**5,504,591**	**6,344,591**
Portland Fire & Rescue					
General Fund	89,658,856	90,876,528	98,446,227	95,389,706	95,289,706
Grants Fund	818,666	399,301	2,881,562	1,220,000	1,220,000
Public Safety GO Bond Fund	0	7,121,000	7,121,000	5,762,000	5,762,000
Total Portland Fire & Rescue	**90,477,521**	**98,396,829**	**108,448,789**	**102,371,706**	**102,271,706**
Portland Housing Bureau					
Community Development Block Grant Fund	14,058,463	14,261,228	16,630,774	12,591,569	13,783,711
General Fund	12,219,233	9,657,563	12,275,939	10,449,389	11,302,199
Grants Fund	5,277,976	7,440,830	6,123,612	5,842,503	5,832,389
Headwaters Apartment Complex Fund	0	1,060,568	1,234,911	860,000	860,000
HOME Grant Fund	8,331,585	6,130,625	6,675,462	6,310,054	8,335,440
Housing Investment Fund	17,303,370	11,445,403	10,775,407	9,004,212	9,211,181
Tax Increment Financing Reimbursement Fund	1,193,009	39,643,963	59,812,186	45,791,819	53,353,377
Total Portland Housing Bureau	**58,383,636**	**89,640,180**	**113,528,291**	**90,849,546**	**102,678,297**
Portland Parks & Recreation					
General Fund	57,138,977	58,918,494	61,611,298	59,800,332	60,534,557
Golf Fund	9,565,865	9,089,666	9,437,559	8,766,072	8,766,923
Golf Revenue Bond Redemption Fund	1,443,974	1,448,186	1,557,704	0	0
Grants Fund	928,890	798,788	4,217,243	2,866,800	2,866,800
Parks Capital Improvement Program Fund	21,935,173	16,843,836	27,605,590	19,801,850	19,802,743
Parks Endowment Fund	185,399	184,217	182,712	181,332	181,332
Parks Local Option Levy Fund	7,711,665	6,196,347	4,364,689	2,985,820	2,985,844
Portland International Raceway Fund	2,496,143	2,435,007	2,369,427	2,493,714	2,494,171
Portland Parks Memorial Fund	3,024,806	3,115,769	3,226,194	2,796,180	2,796,186
Total Portland Parks & Recreation	**104,430,891**	**99,030,310**	**114,572,416**	**99,692,100**	**100,428,556**
Portland Police Bureau					
General Fund	160,769,831	154,848,655	169,844,189	163,795,857	163,626,314
Grants Fund	1,282,237	1,521,013	5,451,276	1,268,514	1,368,514
Police Special Revenue Fund	1,508,440	1,951,069	2,075,759	2,086,911	2,086,911
Total Portland Police Bureau	**163,560,508**	**158,320,737**	**177,371,224**	**167,151,282**	**167,081,739**
Portland Water Bureau					
Grants Fund	(324,122)	212,798	1,268,000	0	0
Hydroelectric Power Bond Redemption Fund	7,136,865	7,135,147	7,246,094	7,169,047	7,169,047
Hydroelectric Power Operating Fund	1,263,360	1,184,321	1,290,523	1,473,800	1,474,111
Hydroelectric Power Renewal Replacement Fund	9,357,058	9,527,300	9,790,050	10,033,840	10,033,840
Water Bond Sinking Fund	40,908,913	44,267,937	60,133,323	66,940,648	68,875,648

Total Resources and Requirements by Fiscal Year

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 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
Water Construction Fund	115,889,368	150,090,911	241,413,102	208,226,746	231,026,658
Water Fund	219,167,935	237,769,786	314,523,378	340,711,792	340,466,065
Total Portland Water Bureau	**393,399,377**	**450,188,200**	**635,664,470**	**634,555,873**	**659,045,369**
Total Citywide	**3,273,000,200**	**3,849,498,802**	**3,748,537,497**	**3,547,839,920**	**3,590,856,377**

Tax Levy Computation

Table 6

Financial Summaries

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

	Total	General Fund	Bonded Debt	Fire & Police Disability & Retirement	Parks Local Option Levy	Children's Local Option Levy
Fiscal Year 2012-13						
Total Budget Requirements	667,881,152	490,341,857	10,666,553	153,831,536	2,985,844	10,055,362
Less: Budgeted Resources, Except Taxes to Be Levied	(345,331,465)	(297,293,857)	(620,000)	(43,859,169)	(2,985,844)	(572,595)
Equals: Taxes Necessary To Balance	322,549,687	193,048,000	10,046,553	109,972,367	0	9,482,767
Add: Taxes Estimated Not to Be Received due to Delinquency & Discount	19,352,981	11,582,880	602,793	6,598,342	0	568,966
Equals: Estimated (Measure 50) Levy Receivable	341,902,668	204,630,880	10,649,346	116,570,709	0	10,051,733
Add: Estimated Measure 50 Levy Compression	28,564,371	12,277,853	0	6,994,243	0	9,292,276
Taxes to Be Levied	**370,467,040**	**216,908,733**	**10,649,346**	**123,564,952**	**0**	**19,344,009**
Legal Basis of Taxes to Be Levied						
Fixed Tax Rate Levy-Subject to $10 Limit	236,252,742	216,908,733	0	0	0	19,344,009
Levy for Pension & Disability Obligations	123,564,952	0	0	123,564,952	0	0
Levy for Bonded Indebtedness	10,649,346	0	10,649,346	0	0	0
Taxes To Be Levied	**370,467,040**	**216,908,733**	**10,649,346**	**123,564,952**	**0**	**19,344,009**
Fiscal Year 2011-12						
Total Budget Requirements	680,907,971	498,857,642	10,677,890	151,738,900	4,178,517	15,455,022
Less: Budgeted Resources Except Taxes to Be Levied	(361,709,976)	(305,770,129)	(205,000)	(47,938,325)	(4,178,517)	(3,618,005)
Equals: Taxes Necessary to Balance	319,197,995	193,087,513	10,472,890	103,800,575	0	11,837,017
Add: Taxes Estimated Not to Be Received due to Delinquency & Discount	19,178,679	11,585,251	669,483	6,228,035	0	695,911
Equals: Estimated (Measure 50) Levy Receivable	338,376,674	204,672,764	11,142,373	110,028,610	0	12,532,928
Add: Estimated Measure 5 Levy Compression	18,324,919	7,879,901	0	4,236,101	0	6,208,916
Taxes to Be Levied	**356,701,593**	**212,552,665**	**11,142,373**	**114,264,711**	**0**	**18,741,844**
Legal Basis of Taxes to Be Levied						
Permanent Rate Limit Levy-Subject to $10 Limit	231,294,509	212,552,665	0	0	0	18,741,844
Levy for Pension & Disability Obligations	114,264,711	0	0	114,264,711	0	0
Taxes to Be Levied	**356,701,593**	**212,552,665**	**11,142,373**	**114,264,711**	**0**	**18,741,844**

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

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

Plan Area Name	Increment Value to Use		Amount from Divison of Tax	Special Levy Amount
Part 2: Option Three Plans (Standard Rate).				
Airport Way		OR	$2,540,000	$3,738,699
Oregon Convention Center		OR	$5,740,000	$5,653,253
Downtown Waterfront		OR	$7,710,000	$3,172,229
South Park Blocks		OR	$5,660,000	$2,435,819

Plan Area Name	Increment Value to Use		100% from Division of Tax	Estimated Division of Tax
Part 3: Other Standard Rate Plans				
Lents Town Center		OR	Yes	$11,705,620
Gateway Regional Center		OR	Yes	$3,697,476
River District	**$1,599,125,525**			$35,198,284
North Macadam		OR	Yes	$13,348,383
Interstate Corridor		OR	Yes	$17,132,617

Plan Area Name	Increment Value to Use		100% from Division of Tax	Estimated Division of Tax
Part 4: Other Reduced Rate Plans				
Central Eastside Industrial District		OR	Yes	$5,918,639
Willamette Industrial Area		OR	Yes	$854,029

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

Summary of Authorized Positions

Table 8

Financial Summaries

This table summarizes the number of regular permanent or limited term full-time and part-time positions authorized in each bureau. Temporary part-time positions are not included.

	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Adopted FY 2012-13	Change
Bureau of Development Services	303.94	162.70	182.53	198.52	15.99
Bureau of Emergency Communications	144.42	145.00	145.00	141.58	(3.42)
Bureau of Environmental Services	540.75	549.10	543.03	532.78	(10.25)
Bureau of Fire & Police Disability & Retirement	17.70	16.70	16.70	16.20	(0.50)
Bureau of Planning & Sustainability	119.57	113.30	115.55	103.00	(12.55)
Cable Communications & Franchise Management	9.00	8.80	8.90	0.00	(8.90)
Commissioner of Public Affairs	15.50	14.80	14.55	14.10	(0.45)
Commissioner of Public Safety	6.90	6.39	6.00	6.00	0.00
Commissioner of Public Utilities	10.00	9.00	8.40	8.00	(0.40)
Commissioner of Public Works	8.00	8.80	9.00	8.60	(0.40)
Office of Equity & Human Rights	0.00	0.00	1.00	9.00	8.00
Office of Government Relations	7.00	7.00	7.25	7.25	0.00
Office of Human Relations	4.00	4.00	4.00	0.00	(4.00)
Office of Management & Finance	673.93	672.83	672.50	658.55	(13.95)
Office of Neighborhood Involvement	39.60	36.75	39.26	36.25	(3.01)
Office of the City Attorney	60.50	59.60	58.25	58.25	0.00
Office of the City Auditor	50.50	50.00	49.30	48.30	(1.00)
Office of the Mayor	25.00	25.00	25.40	24.00	(1.40)
Portland Bureau of Emergency Management	14.82	18.90	18.90	17.00	(1.90)
Portland Bureau of Transportation	743.49	763.83	762.08	738.15	(23.93)
Portland Fire & Rescue	750.15	744.80	753.97	730.47	(23.50)
Portland Housing Bureau	34.00	66.00	57.00	54.90	(2.10)
Portland Parks & Recreation	446.67	445.60	445.13	411.13	(34.00)
Portland Police Bureau	1,252.88	1,238.90	1,224.41	1,211.73	(12.68)
Portland Water Bureau	642.25	641.15	630.80	619.05	(11.75)
Total Full-Time Equivalents	**5,920.57**	**5,808.95**	**5,798.91**	**5,652.81**	**(146.10)**

General Fund Resources and Requirements

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 2011-12	Adopted FY 2012-13	Revised FY 2011-12	Adopted FY 2012-13
Resources				
Property Taxes	198,009,386	197,935,167	198,009,386	197,935,167
Lodging Taxes	15,248,600	18,050,550	15,248,600	18,050,550
Business Licenses	67,386,974	76,563,447	67,386,974	76,563,447
Utility License Fees	70,813,350	72,200,963	70,813,350	72,200,963
Interagency Revenue	0	0	24,941,209	24,744,605
Overhead Recovery	0	0	24,655,158	24,239,120
Service Charges, Permits & Fees	0	0	21,744,535	22,548,725
Other Intergovernmental Revenues	2,659,989	1,906,489	11,917,935	10,811,419
State Shared Cigarette & Liquor	12,389,324	12,882,863	12,389,324	12,882,863
Interest Income	1,081,911	880,000	2,232,069	1,921,738
Cash Transfers	1,650,449	1,167,054	2,667,620	4,806,231
Miscellaneous Revenues	50,000	50,000	1,802,140	2,054,671
Bond and Note Proceeds	500,000	6,600,000	500,000	6,600,000
Beginning Fund Balance	47,007,826	14,982,358	47,007,826	14,982,358
General Fund Resources	**416,797,809**	**403,218,891**	**501,316,126**	**490,341,857**
Requirements				
Bureau of Planning & Sustainability	8,600,721	7,417,231	10,237,708	8,533,775
Commissioner of Public Affairs	1,927,513	936,522	2,437,573	1,532,429
Commissioner of Public Safety	327,198	277,040	777,571	762,092
Commissioner of Public Utilities	335,644	283,243	896,340	933,925
Commissioner of Public Works	342,509	288,731	898,590	902,023
Office for Community Technology	2,050,669	0	2,066,669	0
Office of Equity & Human Rights	898,876	1,297,266	898,876	1,297,266
Office of Government Relations	566,117	526,186	1,319,876	1,351,419
Office of Human Relations	369,437	0	369,437	0
Office of Management & Finance	23,006,389	29,841,188	48,224,788	57,429,578
Office of the City Attorney	1,686,115	1,638,764	9,542,419	9,533,793
Office of the City Auditor	4,160,970	3,845,236	9,241,760	9,324,127
Office of the Mayor	2,662,110	1,973,724	4,705,761	4,082,239
Office of Neighborhood Involvement	6,648,730	6,356,992	7,365,972	7,046,013
Portland Bureau of Emergency Management	671,186	619,303	1,769,727	1,707,258
Portland Development Commission	4,948,326	5,844,591	4,948,326	5,844,591
Portland Fire & Rescue	92,341,264	88,679,206	98,446,227	95,289,706
Portland Housing Bureau	11,412,386	10,771,724	12,275,939	11,302,199
Portland Parks & Recreation	43,298,380	41,296,591	61,611,298	60,534,557
Portland Police Bureau	158,302,448	150,602,827	169,844,189	163,626,314
Bureau Expenditures	**364,556,988**	**352,496,365**	**447,879,046**	**441,033,304**
Total Bureau Expenses	364,556,988	352,496,365	447,879,046	441,033,304
Contingency	11,735,126	9,566,477	11,735,126	9,566,477
Overhead Recovery True-Up	(1,077,826)	1,419,151	0	0
Debt Service	5,950,694	6,452,869	5,950,694	6,452,869
Transfers to Other Funds	35,632,827	33,284,029	35,751,260	33,289,207
General Fund Requirements	**416,797,809**	**403,218,891**	**501,316,126**	**490,341,857**

Operating and Capital Budget

Table 10

Financial Summaries

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

	Revised FY 2011-12			Adopted FY 2012-13		
	Operating Budget	Capital Improvements	Total Expenditures	Operating Budget	Capital Improvements	Total Expenditures
Public Safety						
BFRes Facilities GO Bond Construction	114,368	2,512,141	2,626,509	14,286	0	14,286
Bureau of Emergency Communications	18,417,192	516,359	18,933,551	19,301,003	0	19,301,003
Bureau of Emergency Management	8,302,954	0	8,302,954	9,101,172	0	9,101,172
Fire & Police Disability & Retirement	114,108,235	240,000	114,348,235	116,877,281	95,500	116,972,781
Police Special Revenue	2,070,768	0	2,070,768	975,000	0	975,000
Portland Fire & Rescue	101,020,661	307,128	101,327,789	96,509,706	0	96,509,706
Portland Police Bureau	175,295,465	0	175,295,465	164,994,828	0	164,994,828
Public Safety GO Bond	127,600	8,831,045	8,958,645	115,000	16,268,867	16,383,867
Special Appropriations	172,500	0	172,500	360,000	0	360,000
Total Public Safety	**$419,629,743**	**$12,406,673**	**$432,036,416**	**$408,248,276**	**$16,364,367**	**$424,612,643**
Parks, Recreation, & Culture						
Golf	6,662,564	259,618	6,922,182	7,114,010	178,500	7,292,510
Parks Construction	587,306	16,951,706	17,539,012	(4,118)	18,152,847	18,148,729
Parks Endowment	18,923	0	18,923	18,710	0	18,710
Parks Local Option Levy	962,618	0	962,618	779,051	0	779,051
Parks Memorial Trust	2,545,433	0	2,545,433	2,002,212	0	2,002,212
Portland International Raceway	1,430,417	0	1,430,417	1,427,343	0	1,427,343
Portland Parks & Recreation	61,963,549	3,864,992	65,828,541	60,630,357	2,771,000	63,401,357
Special Appropriations	7,203,692	0	7,203,692	6,220,736	0	6,220,736
Spectator Facilities	26,945,730	0	26,945,730	37,650,194	0	37,650,194
Total Parks, Recreation, & Culture	**$108,320,232**	**$21,076,316**	**$129,396,548**	**$115,838,495**	**$21,102,347**	**$136,940,842**
Public Utilities						
Bureau of Environmental Services	109,796,528	112,101,047	221,897,575	120,803,049	95,427,000	216,230,049
Environmental Remediation	5,418,650	0	5,418,650	4,010,320	0	4,010,320
Hydroelectric Power Operating	692,954	0	692,954	703,328	0	703,328
Portland Water Bureau	77,663,134	79,550,000	157,213,134	86,309,871	135,870,000	222,179,871
Sewer System Construction	206,000	0	206,000	0	0	0
Solid Waste Management	5,901,296	0	5,901,296	4,633,855	0	4,633,855
Total Public Utilities	**$199,678,562**	**$191,651,047**	**$391,329,609**	**$216,460,423**	**$231,297,000**	**$447,757,423**
Community Development						
Assessment Collection	1,532	0	1,532	1,510	0	1,510
Bureau of Development Services	28,676,853	0	28,676,853	27,323,459	3,156,645	30,480,104
Bureau of Planning & Sustainability	27,315,157	0	27,315,157	16,348,875	0	16,348,875
Children's Investment	14,728,494	0	14,728,494	10,026,490	0	10,026,490
Community Development Block Grant	15,007,395	0	15,007,395	12,089,258	0	12,089,258
Convention & Tourism	3,611,431	0	3,611,431	3,371,650	0	3,371,650
HOME Grant	5,611,147	0	5,611,147	8,123,106	0	8,123,106
Headwaters Apartment Complex	192,000	0	192,000	62,914	0	62,914
Housing Investment	9,815,239	0	9,815,239	8,738,976	0	8,738,976
Local Improvement District Construction	1,519,330	0	1,519,330	1,403,046	0	1,403,046
Office for Community Technology	9,691,636	0	9,691,636	7,290,625	0	7,290,625
Office of Equity & Human Rights	898,876	0	898,876	1,297,266	0	1,297,266
Office of Human Relations	369,437	0	369,437	0	0	0
Office of Neighborhood Involvement	7,370,972	0	7,370,972	7,046,013	0	7,046,013

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 2011-12			Adopted FY 2012-13		
	Operating Budget	Capital Improvements	Total Expenditures	Operating Budget	Capital Improvements	Total Expenditures
Portland Development Commission	5,448,326	0	5,448,326	6,344,591	0	6,344,591
Portland Housing Bureau	18,072,431	0	18,072,431	17,134,588	0	17,134,588
Property Management License	5,171,286	0	5,171,286	5,068,250	0	5,068,250
Special Appropriations	1,650,437	0	1,650,437	8,699,223	0	8,699,223
Special Finance & Resource	149,345,742	0	149,345,742	110,150,856	0	110,150,856
Tax Increment Financing Reimburse	58,801,442	0	58,801,442	52,178,778	0	52,178,778
Total Community Development	**$363,299,163**	**$0**	**$363,299,163**	**$302,699,474**	**$3,156,645**	**$305,856,119**
Transportation & Parking						
Bureau of Transportation	109,841,561	110,928,532	220,770,093	109,891,790	173,521,453	283,413,243
Parking Facilities	6,515,866	1,250,000	7,765,866	6,153,224	0	6,153,224
Private for Hire Transportation Safety	0	0	0	310,000	0	310,000
Total Transportation & Parking	**$116,357,427**	**$112,178,532**	**$228,535,959**	**$116,355,014**	**$173,521,453**	**$289,876,467**
Elected Officials						
Office of the City Auditor	9,241,760	0	9,241,760	9,324,127	0	9,324,127
Mayor & Commissioners' Offices	9,981,585	0	9,981,585	8,416,708	0	8,416,708
Total Elected Officials	**$19,223,345**	**$0**	**$19,223,345**	**$17,740,835**	**$0**	**$17,740,835**
City Support Services						
CityFleet	24,816,749	8,321,740	33,138,489	20,322,618	7,877,858	28,200,476
Enterprise Business Solution Services	8,723,880	150,000	8,873,880	8,125,437	0	8,125,437
Facilities Services	32,412,750	11,390,136	43,802,886	25,613,589	9,946,187	35,559,776
Grants	7,637,567	96,346	7,733,913	400,000	0	400,000
Health Insurance Operating	47,441,594	0	47,441,594	49,049,318	0	49,049,318
Insurance & Claims	14,154,559	250,000	14,404,559	9,199,013	0	9,199,013
Office of Government Relations	1,319,876	0	1,319,876	1,351,419	0	1,351,419
Office of Management & Finance	37,846,182	914,847	38,761,029	38,477,586	3,167,959	41,645,545
Office of the City Attorney	9,542,419	0	9,542,419	9,533,793	0	9,533,793
Pension Debt Redemption	0	0	0	0	0	0
Printing & Distribution	7,079,712	0	7,079,712	6,430,084	0	6,430,084
Special Appropriations	437,130	0	437,130	504,074	0	504,074
Technology Services	47,779,463	3,822,354	51,601,817	45,008,385	3,354,995	48,363,380
Workers' Compensation	4,469,285	250,000	4,719,285	4,145,238	0	4,145,238
Total City Support Services	**$243,661,166**	**$25,195,423**	**$268,856,589**	**$218,160,554**	**$24,346,999**	**$242,507,553**
Bureau Program Expenditures	**$1,470,169,638**	**$362,507,991**	**$1,832,677,629**	**$1,395,503,071**	**$469,788,811**	**$1,865,291,882**
Fund Requirements						
Contingency	652,565,464	5,623,719	658,189,183	533,610,192	1,013,577	534,623,769
Debt Service	437,349,329	0	437,349,329	420,900,770	443,608	421,344,378
Ending Fund Balance	220,309,137	0	220,309,137	206,404,876	0	206,404,876
General Fund Overhead Transfers	24,655,158	0	24,655,158	24,239,120	0	24,239,120
Other Cash Transfers	575,357,061	0	575,357,061	538,952,352	0	538,952,352
City Budget	**$3,380,405,787**	**$368,131,710**	**$3,748,537,497**	**$3,119,610,381**	**$471,245,996**	**$3,590,856,377**
Less Intracity Transfers	(771,053,023)	(23,957,762)	(795,010,785)	(733,298,091)	(16,302,811)	(749,600,902)
Net City Budget	**$2,609,352,764**	**$344,173,948**	**$2,953,526,712**	**$2,386,312,290**	**$454,943,185**	**$2,841,255,475**

Capital Budget by Bureau

Table 11

Financial Summaries

This table summarizes Capital Improvement Plan project costs by bureau.

Bureau	Prior Years	Revised FY 2011-12	Adopted FY 2012-13	Capital Plan FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	5-Year Total
Bureau of Development Services	0	0	3,680,172	1,970,360	695,020	0	0	6,345,552
Bureau of Environmental Services	108,840,353	59,863,047	95,427,000	105,039,000	107,645,000	107,064,000	109,917,000	525,092,000
Bureau of Fire & Police Disability & Retirement	9,900	240,000	95,500	30,000	30,000	18,750	15,000	189,250
Office of Management & Finance	7,968,883	24,090,870	35,294,486	41,771,053	39,270,502	10,877,103	12,216,749	139,429,893
Portland Bureau of Transportation	119,305,105	84,170,282	173,521,453	16,350,250	8,619,412	5,725,314	5,646,514	209,862,943
Portland Fire & Rescue	1,359,000	2,901,778	5,762,000	7,064,000	4,848,000	767,000	0	18,441,000
Portland Parks & Recreation	12,588,354	15,668,248	21,595,385	63,809,725	89,375,604	82,265,124	55,016,654	312,062,492
Portland Water Bureau	141,485,090	51,957,000	135,870,000	132,420,000	109,582,000	76,125,000	81,215,000	535,212,000
Total City Capital Plan	**391,556,685**	**238,891,225**	**471,245,996**	**368,454,388**	**360,065,538**	**282,842,291**	**264,026,917**	**1,746,635,130**

Capital Budget by Geographic Area

This table summarizes Capital Improvement Plan project costs by geographic area within each bureau.

Bureau / Geographic Area	Prior Years	Revised FY 2011-12	Adopted FY 2012-13	Capital Plan FY 2013-14	Capital Plan FY 2014-15	Capital Plan FY 2015-16	Capital Plan FY 2016-17	5-Year Total
Bureau of Development Services								
Citywide	0	0	3,680,172	1,970,360	695,020	0	0	6,345,552
Total Bureau of Development Services	**0**	**0**	**3,680,172**	**1,970,360**	**695,020**	**0**	**0**	**6,345,552**
Bureau of Environmental Services								
Central City	218,002	2,162,000	6,277,000	1,000,000	0	0	0	7,277,000
Citywide	95,989,717	35,304,047	35,789,000	54,387,000	61,060,000	51,265,000	49,727,000	252,228,000
East	0	3,002,000	1,093,000	495,000	0	0	0	1,588,000
North	0	5,030,000	23,493,000	11,636,000	9,601,000	7,311,000	6,264,000	58,305,000
Northeast	121,619	1,240,000	4,829,000	3,407,000	1,010,000	5,039,000	10,438,000	24,723,000
Northwest	0	0	944,000	2,921,000	1,610,000	2,064,000	2,539,000	10,078,000
Southeast	11,719,400	1,296,000	12,111,000	13,073,000	16,670,000	31,006,000	30,274,000	103,134,000
Southwest	791,615	6,673,000	5,745,000	16,041,000	15,154,000	8,345,000	8,641,000	53,926,000
Undetermined	0	5,156,000	5,146,000	2,079,000	2,540,000	2,034,000	2,034,000	13,833,000
Total Bureau of Environmental Services	**108,840,353**	**59,863,047**	**95,427,000**	**105,039,000**	**107,645,000**	**107,064,000**	**109,917,000**	**525,092,000**
Bureau of Fire & Police Disability & Retirement								
Citywide	9,900	240,000	95,500	30,000	30,000	18,750	15,000	189,250
Total Bureau of Fire & Police Disability & Retirement	**9,900**	**240,000**	**95,500**	**30,000**	**30,000**	**18,750**	**15,000**	**189,250**
Office of Management & Finance								
Central City	0	338,503	534,199	152,418	725,607	795,507	76,905	2,284,636
Citywide	1,321,208	9,732,815	19,093,895	28,719,279	37,402,609	10,081,596	12,139,844	107,437,223
East	5,963,820	6,644,552	5,923,182	575,206	0	0	0	6,498,388
Northeast	131,959	6,500,000	7,400,719	7,467,323	0	0	0	14,868,042
Southeast	551,896	875,000	2,342,491	4,856,827	1,142,286	0	0	8,341,604
Total Office of Management & Finance	**7,968,883**	**24,090,870**	**35,294,486**	**41,771,053**	**39,270,502**	**10,877,103**	**12,216,749**	**139,429,893**
Portland Bureau of Transportation								
Citywide	111,381,733	44,357,445	13,874,557	7,444,190	7,112,914	5,725,314	5,646,514	39,803,489
North	1,009,684	3,343,390	3,453,688	875,399	0	0	0	4,329,087
Northeast	591,197	3,163,224	9,489,179	2,367,574	0	0	0	11,856,753
Northeast/Southeast	241,893	210,570	1,128,200	2,116,300	0	0	0	3,244,500
Northwest	92,751	0	152,250	0	0	0	0	152,250
Southeast	2,940,580	4,259,927	130,721,818	1,346,163	0	0	0	132,067,981
Southwest	3,047,267	28,735,726	11,513,761	2,200,624	1,506,498	0	0	15,220,883
West	0	100,000	3,188,000	0	0	0	0	3,188,000
Total Portland Bureau of Transportation	**119,305,105**	**84,170,282**	**173,521,453**	**16,350,250**	**8,619,412**	**5,725,314**	**5,646,514**	**209,862,943**
Portland Fire & Rescue								
Citywide	1,359,000	2,901,778	5,762,000	7,064,000	4,848,000	767,000	0	18,441,000
Total Portland Fire & Rescue	**1,359,000**	**2,901,778**	**5,762,000**	**7,064,000**	**4,848,000**	**767,000**	**0**	**18,441,000**
Portland Parks & Recreation								
Central City	1,081	0	1,100,000	931,105	9,759,220	1,000,000	1,000,000	13,790,325
Citywide	6,984,585	1,772,720	7,412,189	15,362,330	18,693,425	14,435,124	8,442,654	64,345,722
East	3,358	658,000	313,208	4,082,000	4,397,734	6,046,000	0	14,838,942
North	1,665,136	5,063,524	3,630,149	12,902,000	16,012,000	4,141,000	1,170,000	37,855,149
Northeast	98,689	681,494	2,495,412	11,244,000	4,427,000	10,899,000	8,336,000	37,401,412
Northwest	716,913	2,112,153	1,050,487	3,036,000	7,325,000	9,456,000	6,806,000	27,673,487
Southeast	2,053,735	3,641,287	3,611,469	6,237,000	23,890,235	36,288,000	22,356,000	92,382,704
Southwest	1,064,857	1,731,814	1,977,404	10,015,290	4,870,990	0	6,906,000	23,769,684

Capital Budget by Geographic Area

Table 12

Financial Summaries

This table summarizes Capital Improvement Plan project costs by geographic area within each bureau.

Bureau		Revised	Adopted	Capital Plan				
Geographic Area	Prior Years	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	5-Year Total
Undetermined	0	7,256	5,067	0	0	0	0	5,067
Total Portland Parks & Recreation	**12,588,354**	**15,668,248**	**21,595,385**	**63,809,725**	**89,375,604**	**82,265,124**	**55,016,654**	**312,062,492**
Portland Water Bureau								
Central City	1,497,389	150,000	16,630,000	10,150,000	22,150,000	5,150,000	20,150,000	74,230,000
Citywide	91,086,806	34,587,000	91,900,000	70,230,000	36,382,000	25,805,000	26,695,000	251,012,000
East	0	0	5,050,000	32,000,000	30,000,000	5,500,000	0	72,550,000
Northeast	1,865,991	820,000	740,000	300,000	300,000	820,000	820,000	2,980,000
Southeast	3,430,055	150,000	7,740,000	5,000,000	350,000	600,000	500,000	14,190,000
Southwest	1,858,149	0	9,790,000	6,940,000	2,350,000	200,000	4,800,000	24,080,000
Undetermined	41,746,700	16,250,000	3,870,000	2,800,000	13,550,000	26,050,000	12,250,000	58,520,000
West	0	0	150,000	5,000,000	4,500,000	12,000,000	16,000,000	37,650,000
Total Portland Water Bureau	**141,485,090**	**51,957,000**	**135,870,000**	**132,420,000**	**109,582,000**	**76,125,000**	**81,215,000**	**535,212,000**
Total City Capital Plan	**391,556,685**	**238,891,225**	**471,245,996**	**368,454,388**	**360,065,538**	**282,842,291**	**264,026,917**	**1,746,635,130**

Historical Funds and Appropriations

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

	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Adopted FY 2012-13
HISTORICAL FUNDS				
Business License Surcharge	12,854	0	0	0
Campaign Finance Fund	1,291,011	0	0	0
Total Historical Funds	**1,303,865**	**0**	**0**	**0**
HISTORICAL SPECIAL APPROPRIATIONS				
African American Chamber - Small Business Outreach	250,000	0	0	0
Artists Repertory Theater	83,600	0	0	0
Community Gardens Strategic Plan	35,000	0	0	0
Diverse Empowered Employees of Portland (DEEP)	6,429	0	0	0
ETAP Minority Apprenticeship	45,000	0	0	0
Farmers Market Expansion	15,000	0	0	0
Hispanic Chamber - Small Business Outreach	250,000	0	0	0
Human Relations Project (HRP)	37	14	0	0
International Air Service	300,000	0	0	0
Labor Management Committee	5,013	0	0	0
Outreach Efforts for 2010 Census	25,000	0	0	0
PSU Sustainability Conference	15,000	0	0	0
Black Citizen Coalition	25,000	25,000	0	0
Diverse Empowered Employees of Portland (DEEP)	6,429	14,935	0	0
Lewis & Clark Small Business Legal Clinic	120,000	120,000	0	0
Steel Bridge SkatePark Study	74,131	2,819	0	0
Third Angle New Music Assemble	5,000	5,000	0	0
Census Committee	0	12,000	0	0
Mental Health Crisis Program	0	169,405	0	0
Village Market	0	50,000	0	0
CARES Northwest	0	0	50,000	0
Japanese Garden Society of Oregon	0	0	40,000	0
Miracles Club	0	0	10,000	0
Sports Field - Parkrose School District	0	0	100,000	0
Sports Fields - Franklin and Madison High Schools	0	0	200,000	0
Total Historical Special Appropriations	**1,260,639**	**399,173**	**400,000**	**0**
Total Historical Funds and Appropriations	**$2,564,504**	**$399,173**	**$400,000**	**$0**

Summary of Indebtedness – Debt Outstanding

Table 14a

Financial Summaries

Service Area/Facility/Function	Type of indebtedness	07/01/11	07/01/12	Change
DEBT OUTSTANDING BY SERVICE AREA				
Public Safety				
PSSRP (Computer Aided Dispatch)	Limited Tax Revenue Bonds	$6,230,000	$5,270,000	($960,000)
		6,230,000	**5,270,000**	**(960,000)**
Parks, Recreation, and Culture				
Arena	Limited Tax Revenue Refunding Bonds	17,045,000	14,490,000	(2,555,000)
JELD-WEN Field	Limited Tax Revenue Bonds	11,900,000	12,000,000	100,000
Civic Stadium	Limited Tax Revenue Bonds	24,695,000	23,250,000	(1,445,000)
Parks SDC Projects	Revenue Bonds	0	959,100	959,100
Park Maintenance Facilities	Line of Credit	0	620,294	620,294
Golf	Revenue Bonds	1,496,000	0	(1,496,000)
PIR	Limited Tax Revenue Bonds	1,350,000	1,160,000	(190,000)
		56,486,000	**52,479,394**	**(4,006,606)**
Public Utilities				
Sewer System	1st Lien Revenue Bonds	937,835,000	885,535,000	(52,300,000)
	2nd Lien Revenue Bonds	695,490,000	680,250,000	(15,240,000)
	3rd Lien Loans	20,859,746	20,420,429	(439,317)
Water System	1st Lien Revenue Bonds	332,360,000	320,475,000	(11,885,000)
	2nd Lien Revenue Bonds	62,420,000	60,585,000	(1,835,000)
Hydroelectric Power	Revenue Bonds	13,095,000	11,050,000	(2,045,000)
		2,062,059,746	**1,978,315,429**	**(83,744,317)**
Community Development				
Public Infrastructure	Limited Tax Improvement Bonds	57,425,000	55,940,000	(1,485,000)
Local Improvement line of credit	Limited Tax Revenue (secured)	3,793,399	5,589,957	1,796,558
Headwaters Apartments	Limited Tax Revenue (Housing)	10,930,000	10,675,000	(255,000)
		72,148,399	**72,204,957**	**56,558**
Urban Renewal & Redev.	Airport Way Tax Increment	40,140,000	36,465,000	(3,675,000)
	Central Eastside Tax Increment	32,874,000	35,204,000	2,330,000
	Convention Center Tax Increment	65,916,155	102,660,000	36,743,845
	Lents Tax Increment	35,715,000	34,560,000	(1,155,000)
	River District Tax Increment	67,309,718	81,873,033	14,563,315
	Interstate Corridor Tax Increment	62,936,683	76,154,158	13,217,475
	North Macadam Tax Increment	62,060,000	59,905,000	(2,155,000)
	Gateway Tax Increment	12,545,073	12,545,073	-
	South Park Blocks Tax Increment	65,390,000	61,700,000	(3,690,000)
	Downtown Waterfront Tax Increment	84,020,000	76,015,000	(8,005,000)
		528,906,629	**577,081,264**	**48,174,635**
Transportation and Parking				
Streetcar	Limited Tax Revenue Bonds	19,025,000	17,815,000	(1,210,000)
Transit Mall	Limited Tax Revenue Bonds	10,870,000	9,250,000	(1,620,000)
Trans. (Recycling and Meters)	Lines of Credit	4,015,000	6,372,200	2,357,200
Street Improvements	Gas Tax Revenue Bonds	3,715,000	18,515,000	14,800,000
		37,625,000	**51,952,200**	**14,327,200**
City Support Services				
Equipment and Facility	Limited Tax Revenue Bonds	63,130,000	72,245,000	9,115,000
	Limited Tax Revenue Bonds (FF&C Ref.)	855,000	435,000	(420,000)
Pension	Limited Tax Pension Obligations	271,403,346	261,103,346	(10,300,000)
Convention Ctr Expan.	Limited Tax Revenue Bonds	90,129,668	80,123,934	(10,005,734)

Summary of Indebtedness – Debt Outstanding

Service Area/Facility/Function	Type of indebtedness	07/01/11	07/01/12	Change
South Waterfront	Limited Tax Revenue (secured)	2,158,974	2,069,528	(89,447)
Housing Opportunity Bond	Limited Tax Revenue (Housing)	7,890,000	7,465,000	(425,000)
Parks System	Voter Approved General Obligation Bonds	16,275,000	12,440,000	(3,835,000)
Public Safety	Voter Approved General Obligation Bonds	25,835,000	24,465,000	(1,370,000)
PCPA	Limited Tax Revenue Bonds	1,290,000	1,190,000	(100,000)
Emergency Facilities	Voter Approved General Obligation Bonds	36,420,000	33,835,000	(2,585,000)
		515,386,988	**495,371,808**	**(20,015,181)**
TOTAL DEBT OUTSTANDING		**3,278,842,762**	**3,232,675,052**	**(46,167,711)**
TYPE OF INDEBTEDNESS				
	Limited Tax Bonds	271,403,346	261,103,346	(10,300,000)
	Limited Tax Improvement Bonds	57,425,000	55,940,000	(1,485,000)
	Voter Approved General Obligation Bonds	78,530,000	70,740,000	(7,790,000)
	Gas Tax Revenue Bonds	7,730,000	24,887,200	17,157,200
	Revenue Bonds	2,042,696,000	1,958,854,100	(83,841,900)
	Limited Tax Revenue Bonds	271,292,041	263,648,713	(7,643,329)
	State Loans	20,859,746	20,420,429	(439,317)
	Tax Increment	528,906,629	577,081,264	48,174,635
DEBT OUTSTANDING		**3,278,842,762**	**3,232,675,052**	**(46,167,711)**

Summary of Indebtedness – Actual Debt Outstanding

Table 14b

Financial Summaries

Service Area/Facility/Function	Type of indebtedness	FY 2010-11	FY 2011-12	FY 2012-13
Actual Debt Outstanding June 30, 2011		$3,038,403,384		
Community Development (Urban Renewal)	Conv. Ctr. Urban Renewal Ref Bonds		99,445,000	
Community Development (Urban Renewal)	Dwntwn. Wtrf. Urban Renewal Ref Bonds		$30,370,000	
Community Development (Urban Renewal)	Interstate Corr. Urban Renewal Bonds		46,135,000	
Community Development (Urban Renewal)	Limited Tax Improvement Bonds		3,400,000	
City Support Services (Special Projects)	Ltd. Tax Revenue Ref. Bonds		68,330,000	
City Support Services (Facilities)	Limited Tax Revenue & Ref. Bonds		27,310,000	
Parks, Recreation, & Culture (Parks)	Parks SDC Revenue Bonds		959,100	
Parks, Recreation, & Culture (Spectator Facil.)	Limited Tax Revenue Bonds		12,000,000	
Transportation and Parking	Gas Tax Revenue Bonds		15,400,000	
Public Safety (FPD&R)	Tax Anticipation Notes		16,720,000	
Various	Lines of Credit/State Loans		41,305,500	
			361,374,600	
Debt Redeemed Fiscal Year 2011-12			**(407,542,311)**	
Projected Debt Outstanding July 1, 2012			**3,232,675,052**	
Estimated Debt to be Issued Fiscal Year 2012-13				
Public Utilities (Sewer)	Sewer System Revenue & Ref. Bonds			217,000,000
Public Utilities (Water)	Water System Revenue Bonds			215,000,000
Community Development (Urban Renewal)	River District Urban Rnwl. Refunding			75,000,000
Community Development (LID)	Limited Tax Improvement Bonds			14,000,000
Public Safety (FPD&R)	Tax Anticipation Notes			25,000,000
Transportation and Parking (Light Rail)	Limited Tax Revenue Bonds			45,000,000
Transportation and Parking (Sellwood Bridge)	Limited Tax Revenue Bonds			70,000,000
				661,000,000
Projected Debt Redeemed Fiscal Year 2012-13				
Scheduled Debt Redemption				(174,347,370)
Redemption From Bonds Issued				(122,000,000)
				(296,347,370)
Projected Debt Outstanding July 1, 2013				**3,597,327,682**

Service Area	Facility/Function	Type of Debt	Principal	Interest	Total
FY 2012-13 DEBT SERVICE BY SERVICE AREA					
Parks, Recreation, and Culture					
	Spectator Facilities	Limited Tax Revenue Bonds	2,760,000	1,171,663	3,931,663
	Portland International Raceway	Limited Tax Revenue Bonds	205,000	71,224	276,224
	Civic Stadium 2001	Limited Tax Revenue Bonds	1,540,000	1,599,180	3,139,180
	Park Maintenance Facility	Line of credit	307,623	35,061	342,684
	Parks SDC Improvements	Revenue Bonds	0	32,705	32,705
			4,812,623	**2,909,833**	**7,722,456**
Public Safety					
	PSSRP (Computer Aided Dispatch)	Limited Tax Revenue Bonds	985,000	190,800	1,175,800
			985,000	**190,800**	**1,175,800**
Public Utilities					
	Sewer System	First Lien Revenue Bonds	54,940,000	42,866,394	97,806,394
		Second Lien Revenue Bonds	15,865,000	33,210,438	49,075,438
		Third Lien Debt	1,373,652	217,651	1,591,303
			72,178,652	**76,294,482**	**148,473,134**
	Water System	First Lien Revenue Bonds	14,616,000	17,873,764	32,489,764
		Second Lien Revenue Bonds	1,915,000	2,635,319	4,550,319
			16,531,000	**20,509,082**	**37,040,082**
	Hydroelectric Power	Revenue Bonds	2,145,000	551,058	2,696,058
			90,854,652	**97,354,623**	**188,209,275**
Community Development					
	Public Infrastructure	Limited Tax Improvement Bonds	4,890,000	2,409,992	7,299,992
	Housing (Headwaters)	Limited Tax Housing Revenue Bonds	275,000	522,086	797,086
			5,165,000	**2,932,078**	**8,097,078**
	Urban Renewal & Redev.	Airport Way Tax Increment	3,815,000	1,769,500	5,584,500
		Central Eastside Tax Increment	3,669,739	1,578,415	5,248,154
		Convention Center Tax Increment	4,125,000	4,476,259	8,601,259
		South Park Blocks Tax Increment	3,695,000	3,358,185	7,053,185
		Waterfront Tax Increment	5,570,000	4,022,844	9,592,844
		River District Tax Increment	26,085,313	3,576,288	29,661,601
		Gateway Tax Increment	2,707,999	353,601	3,061,600
		Lents Tax Increment	7,750,433	1,958,784	9,709,217
		North Macadam Tax Increment	7,992,827	3,087,270	11,080,097
		Interstate Tax Increment	12,104,408	4,071,190	16,175,598
		Willamette Industrial Tax Increment	700,000	7,157	707,157
			83,380,719	**31,191,570**	**114,572,289**
Transportation and Parking					
	Transit Mall Street Improvements	Limited Tax Revenue Bonds	1,700,000	387,900	2,087,900
	Streetcar Improvements	Limited Tax Revenue Bonds	1,240,000	635,125	1,875,125
	Parking Paystations	Gas Tax Line of Credit	1,415,000	49,052	1,464,052
	Street Improvements	Gas Tax Revenue Bonds	2,005,000	824,952	2,829,952
			6,360,000	**1,897,029**	**8,257,029**
City Support Services					
	Pension Bonds	Limited Tax Bonds	11,950,000	8,065,545	20,015,545

Summary of Indebtedness – Debt Service

Table 15

Financial Summaries

Service Area	Facility/Function	Type of Debt	Principal	Interest	Total
	Parks / Fire	Voter Approved General Obligation Bonds	8,065,000	2,601,553	10,666,553
	Equipment and Facility	Limited Tax Revenue Bonds	10,875,000	2,706,576	13,581,576
	North Macadam	Limited Tax Revenue Bonds	94,664	117,656	212,320
	Convention Ctr Expan.	Limited Tax Revenue Bonds	1,398,250	4,408,150	5,806,400
	PCPA 2001	Limited Tax Revenue Bonds	140,000	28,320	168,320
	Housing (HOB)	Limited Tax Housing Revenue Bonds	445,000	305,470	750,470
			32,967,914	**18,233,270**	**51,201,184**
	DEBT SERVICE BY SERVICE AREA		**219,360,908**	**151,777,124**	**371,138,032**
		Limited Tax Bonds	11,950,000	8,065,545	20,015,545
		Limited Tax Improvement Bonds	4,890,000	2,409,992	7,299,992
		Voter Approved General Obligation Bonds	8,065,000	2,601,553	10,666,553
		Gas Tax Revenue Bonds	3,420,000	874,004	4,294,004
		Revenue Bonds	89,481,000	97,169,677	186,650,677
		Limited Tax Revenue Bonds	21,245,537	11,351,655	32,597,191
		Limited Tax Housing Revenue Bonds	720,000	827,556	1,547,556
		State Loans	1,373,652	217,651	1,591,303
		Tax Increment	78,215,719	28,259,492	106,475,211
	DEBT SERVICE BY TYPE		**219,360,908**	**151,777,124**	**371,138,032**

Table 16
Financial Summaries

Principal Over the Life of the Debt

Schedule of Projected Bond Principal Transactions

	Parks, Recreation & Culture		Public Utilities			Community Development		Transportation and Parking		City Support Services and Public Safety Services		
Fiscal Year	Arena	Golf/PIR	Sewer System	Water System	Hydroelectric	Public Improvement	Urban Renewal	Public Street Improvements	Parking System	Facility and Equipment	Convention Center & Performing Arts	Parks/Fire Gen. Obl.
2012/13	4,300,000	512,623	72,178,652	16,531,000	2,145,000	5,165,000	28,720,000	3,705,000	1,240,000	24,349,664	1,538,250	8,065,000
2013/14	4,655,000	415,000	75,616,194	15,350,000	2,270,000	1,810,000	27,590,000	3,945,000	1,275,000	25,535,185	1,603,112	8,355,000
2014/15	5,035,000	440,000	79,369,865	16,090,000	2,390,000	1,665,000	29,155,000	3,760,000	1,310,000	27,881,029	1,625,530	8,650,000
2015/16	5,445,000	465,000	85,533,690	16,835,000	2,505,000	530,000	30,455,000	3,910,000	1,340,000	30,447,213	1,826,940	4,455,000
2016/17	3,850,000	594,100	89,797,670	17,925,000	1,740,000	8,895,000	31,975,000	3,560,000	1,370,000	28,141,438	1,989,000	4,590,000
2017/18	2,130,000		95,056,818	18,830,000		340,000	33,605,000	1,630,000	1,425,000	28,000,000	1,960,720	4,750,000
2018/19	2,275,000		97,906,594	20,875,000		360,000	38,675,000	1,445,000	1,485,000	28,430,000	2,199,480	4,950,000
2019/20	2,435,000		101,855,582	21,825,000		4,835,000	37,905,000	1,520,000	1,550,000	31,420,000	2,472,480	3,415,000
2020/21	2,605,000		107,199,715	22,785,000		390,000	38,130,000	1,595,000	1,600,000	34,645,000	3,446,250	3,535,000
2021/22	2,790,000		111,888,988	15,790,000		1,575,000	39,980,000	1,640,000	1,675,000	38,660,000	3,807,172	3,660,000
2022/23	2,220,000		117,218,412	16,480,000		6,760,000	41,885,000	1,690,000	1,740,000	8,125,175	6,140,000	3,790,000
2023/24	2,855,000		54,257,981	17,225,000		445,000	42,995,000		1,805,000	7,955,423	6,445,000	3,960,000
2024/25	2,950,000		56,777,698	13,140,000		465,000	22,485,000			7,799,733	6,770,000	3,070,000
2025/26	3,045,000		46,297,582	13,710,000		480,000	10,945,000			6,897,228	7,115,000	3,200,000
2026/27	3,150,000		47,358,449	14,300,000		20,185,000	11,460,000			6,258,274	7,465,000	1,120,000
2027/28			49,316,422	14,925,000		530,000	11,990,000			6,087,955	7,840,000	1,175,000
2028/29			51,685,416	15,575,000		555,000	12,545,000			5,034,559	8,330,000	
2029/30			54,160,921	16,265,000		10,535,000	13,165,000				8,750,000	
2030/31			56,753,780	16,985,000		610,000	5,840,000					
2031/32			41,075,000	17,760,000		1,760,000						
2032/33			43,090,000	13,940,000		665,000						
2033/34			25,270,000	14,595,000		700,000						
2034/35			26,540,000	9,755,000		690,000						
2035/36				5,385,000								
	49,740,000	**2,426,723**	**1,586,205,429**	**382,876,000**	**11,050,000**	**69,945,000**	**509,500,000**	**28,400,000**	**17,815,000**	**345,667,873**	**81,323,934**	**70,740,000**

Interest Over the Life of the Debt

Table 17

Financial Summaries

Schedule of Projected Bond Interest Transactions

	Parks, Recreation & Culture		Public Utilities			Community Development		Transportation and Parking		City Support Services and Public Safety Services		
Fiscal Year	Arena	Golf/PIR	Sewer System	Water System	Hydroelectric	Public Improvement	Urban Renewal	Public Street Improvements	Parking System	Facility and Equipment	Convention Center & Performing Arts	Parks/Fire Gen. Obl.
2012/13	2,770,843	138,990	76,294,482	20,509,082	551,057	2,932,078	26,578,634	1,212,852	635,125	11,386,047	4,436,470	2,601,553
2013/14	2,489,528	87,932	72,815,955	16,212,025	429,137	2,927,903	23,490,518	964,795	604,125	18,481,282	4,657,904	2,321,015
2014/15	2,228,898	67,741	69,072,223	15,487,863	300,451	2,870,721	22,310,105	824,868	572,250	17,063,438	4,837,182	2,019,472
2015/16	1,947,398	46,287	65,140,761	14,732,288	165,276	2,817,480	21,023,377	665,363	539,500	15,479,317	5,187,350	1,722,047
2016/17	1,641,488	21,882	60,900,555	13,906,288	48,050	2,795,385	19,497,613	508,200	506,000	13,560,945	5,555,290	1,578,872
2017/18	1,413,078		56,492,541	13,005,038		2,350,740	17,874,803	363,600	451,200	11,806,722	5,650,398	1,429,197
2018/19	1,268,238		50,673,997	12,074,888		2,333,845	16,110,705	296,000	394,200	9,959,647	5,734,980	1,239,197
2019/20	1,108,988		45,848,822	11,118,909		2,315,965	14,071,092	223,750	334,800	8,015,709	5,798,704	1,057,062
2020/21	938,538		40,827,376	10,164,581		2,163,535	12,166,305	147,750	272,800	5,732,916	5,178,276	935,950
2021/22	756,188		37,052,535	9,371,581		2,144,155	10,320,871	99,900	208,800	3,188,068	4,765,828	808,300
2022/23	560,888		31,762,186	8,686,863		2,077,190	8,419,886	50,700	141,800	33,632,103	2,942,750	674,893
2023/24	405,488		26,163,392	7,948,531		1,780,503	6,406,091		72,200	35,389,774	2,635,750	531,100
2024/25	312,700		23,657,362	7,287,856		1,758,403	4,246,995			37,199,198	2,313,500	377,675
2025/26	216,825		21,360,157	6,717,022		1,735,303	3,196,853			39,060,470	1,975,000	247,700
2026/27	110,250		19,157,031	6,123,569		1,711,453	2,676,988			41,006,281	1,619,250	109,013
2027/28			16,882,799	5,501,856		702,368	2,145,488			43,035,520	1,246,000	55,813
2028/29			14,500,002	4,848,156		676,033	1,589,725			45,120,441	854,000	
2029/30			12,029,085	4,161,063		648,463	964,213				437,500	
2030/31			9,439,511	3,433,163		208,970	300,550					
2031/32			6,725,875	2,667,194		178,665						
2032/33			4,707,713	1,938,731		102,075						
2033/34			2,590,500	1,280,425		69,035						
2034/35			1,327,000	722,313		34,260						
2035/36				269,250								
	18,169,330	**362,833**	**765,421,856**	**198,168,532**	**1,493,972**	**37,334,524**	**213,390,810**	**5,357,776**	**4,732,800**	**389,117,878**	**65,826,132**	**17,708,857**

Summary of Defeased Indebtedness

The City will have no defeased bonds outstanding as of July 1, 2012. Defeased bonds are payable from fully funded irrevocable escrow accounts established with the proceeds from the sale of refunding bonds. Defeased bonds are thereby removed as actual liabilities of the City, and the refunding bond liabilities are assumed in their place. Defeased bonds are then paid by the escrow account until their first available call date, at which time they are paid in their entirety. Bonds are defeased in this manner in order to convert higher rate debt with lower interest rate debt, or modify bond covenants for the City's benefit, or a combination of both.

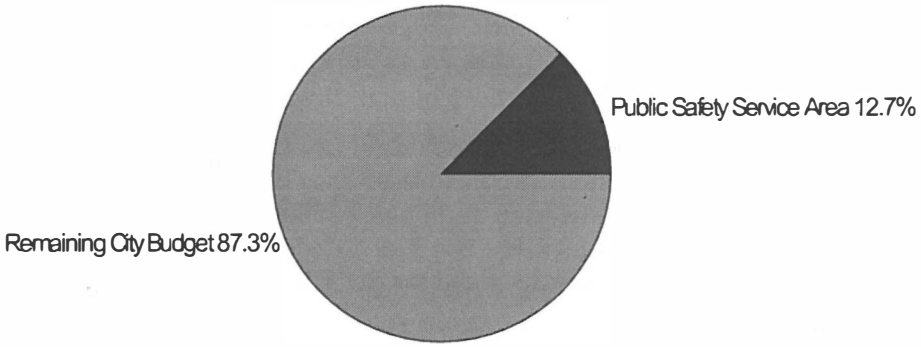
Type of Debt	Outstanding 07/01/11	Maturity FY 2011-12	Outstanding 07/01/12
The City had no defeased bonds outstanding as of July 1, 2011 and will have none outstanding on July 1, 2012. Defeased bonds are payable from fully funded irrevocable escrow accounts established with the proceeds from the sale of refunding bonds. Defeased bonds are thereby removed as actual liabilities of the City, and the refunding bond liabilities are assumed in their place. Defeased bonds are then paid by the escrow account until their first available call date, at which time they are paid in their entirety. Bonds are defeased in this manner in order to convert higher rate debt with lower interest rate debt, or modify bond covenants for the City's benefit, or a combination of both.			


CITY OF PORTLAND, OREGON
1851

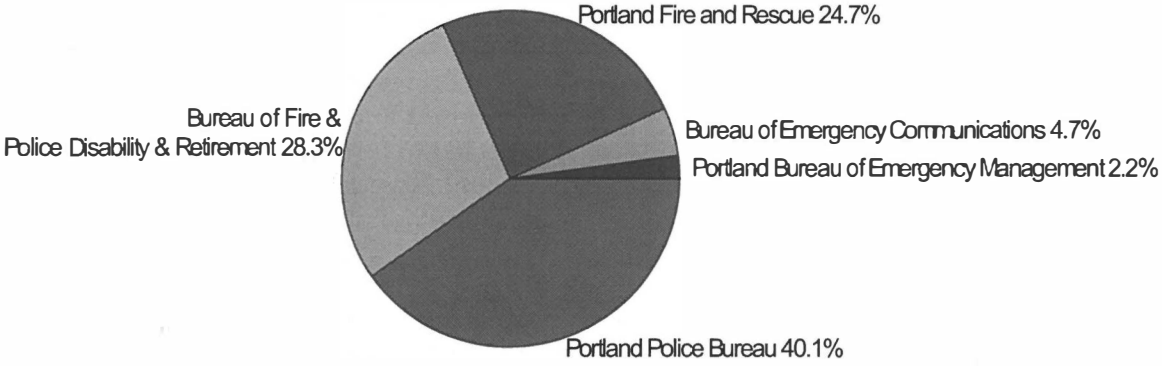
Public Safety Service Area

- Bureau of Emergency Communications
- Bureau of Fire & Police Disability & Retirement
- Portland Police Bureau
- Portland Fire and Rescue
- Portland Bureau of Emergency Management

Percent of City Budget



Percent of Service Area Budget



Service Area Overview

Requirements	Revised FY 2011-12	Adopted FY 2012-13	Change from Prior Year	Percent Change
Operating	468,099,293	450,490,773	(17,608,520)	(3.76)
Capital	3,271,128	5,857,500	2,586,372	79.07
Total Requirements	**471,370,421**	**456,348,273**	**(15,022,148)**	**(3.19)**
Authorized Positions	2,158.97	2,116.98	(41.98)	(1.94)

Service Area Highlights

Description

The Public Safety service area includes the Bureau of Emergency Communications (BOEC), the Bureau of Fire & Police Disability & Retirement (FPDR), the Portland Police Bureau (PPB), Portland Fire & Rescue (PF&R), and the Portland Bureau of Emergency Management (PBEM). These bureaus provide critical public safety services, such as police protection, fire and emergency medical response, 9-1-1 call taking, emergency dispatch, and disaster planning and response.

Major Themes

One of the Mayor's goals during the FY 2012-13 budget development process was to protect public safety services since they are the most basic of City services. The Mayor requested that bureaus submit program and administrative reductions of 4%, 6%, and 8%, as was Council direction to all City bureaus.

The FY 2012-13 Adopted Budget does not reduce Police sworn positions, funds a Fire Bureau medical rescue response pilot program, continues programs that keep the City's streets safe, and ensures that all existing fire stations remain open. The Adopted Budget reflects a 3.19% decrease in overall public safety spending, including a 5.8% decrease for the Police Bureau and a 5.7% decrease for Portland Fire and Rescue.

The City is currently using resources from the 2010 Public Safety GO Bond for the replacement of the City's 800 MHz Radio system used for public safety purposes, to partially finance the construction of a new Emergency Coordination Center, to remodel Fire Station 21, and to set aside reserve resources to fund the replacement of fire apparatus for the next 13 years.

Portland Police Bureau

The Police Bureau's Adopted Budget for FY 2012-13 is $167.0 million, $18.4 million lower than its FY 2011-12 Revised Budget. Grant acceptance and appropriation throughout the year is expected to further increase the FY 2012-13 budget. The bureau's discretionary General Fund revenue reflects $4.1 million in cuts - primarily ongoing - and $2.4 million in one-time funded programs.

Additional highlights of the bureau's FY 2012-13 budget are discussed below:

- One-time funds were allocated to six programs. Two of these programs were funded at reduced levels, with Budget Notes directing Council to find full funding for the programs. These programs are the Service Coordination Team (funded at $1.3 million, a 33% reduction) and the Central City Concern Hooper Inebriate Emergency Response Service (CHIERS) program and sobering station (funded at $742,754, a 30% reduction).
- To meet the City's General Fund reduction targets, materials and services expenses were reduced $2 million, and eleven non-sworn positions were eliminated.

Portland Fire and Rescue

The $102.3 million FY 2012-13 Adopted Budget for PF&R is 5.7% less than the bureau's FY 2011-12 Revised Budget mostly due to reductions in General Fund discretionary resources. Significant changes include:

- The elimination of 9.0 FTE and related position funding.
- One-time reductions of $781,454 in bureau external materials and services.
- Total reductions of $314,666 to bureau overtime and call-shift pay.
- Ongoing reduction of $337,289 to reflect OMF IA reductions.
- Rapid Response Vehicle pilot program one-time funding of $408,812.
- An increase of $669,809 one-time funds funds station staffing.

Bureau of Emergency Communications

BOEC's FY 2012-13 budget is about $696,000 (or 2.9%) lower than its FY 2011-12 Revised Budget. The bureau took a 6.0% reduction in its discretionary allocation from the General Fund and a minor reduction in revenues from partner jurisdictions. The bureau decided to reduce its overtime budget for these reductions as well as eliminated three vacant call-taker position. The total budget for the Emergency Communications Fund, which consists of the budget for BOEC operations, is approximately $23.3 million.

Portland Bureau of Emergency Management

The FY 2012-13 budget for PBEM is $9.1 million, about $7.4 million of which is grants, and includes 17.0 FTE.

Major PBEM projects in FY 2012-13 include construction work on the new Emergency Coordination Center which started in spring 2012, as well as moving forward on a site that will serve as an emergency equipment and operations annex on the west side of the Willamette River.

Bureau of Fire & Police Disability & Retirement

The total FY 2012-13 Adopted Budget for FPDR remains constant with the FY 2011-12 Revised Budget, however, programmatic expenditures in the FY 2012-13 Adopted Budget are increased by 2%. Overall estimated expenditures for retirement programs increase very slightly from the FY 2011-12 Revised Budget. With regards to disability and death benefits, expenditures are estimated to decrease by 7% from the FY 2011-12 Revised Budget.

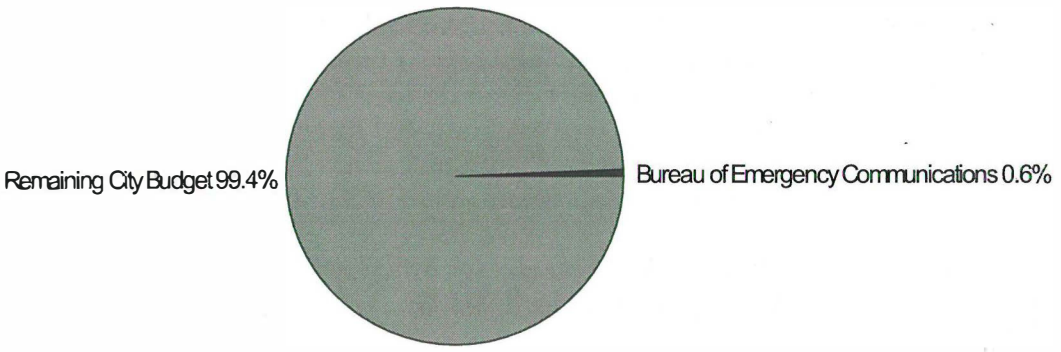
FPDR's five-year financial plan projects a 31% increase in total fund requirements, net of tax anticipation notes, over the life of the plan. Increased requirements are primarily attributable to direct pension benefits. The bureau's capital improvement plan includes one project, the rebuild of FPDR's FoxPro database in SQL server at an estimated cost of $240,000.

Bureau of Emergency Communications

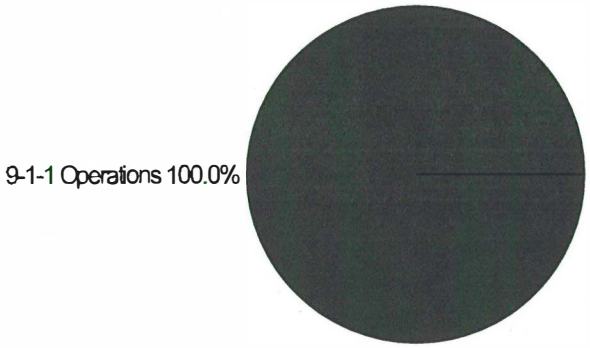
Public Safety Service Area

Amanda Fritz, Commissioner-in-Charge
Lisa Turley, Director

Percent of City Budget

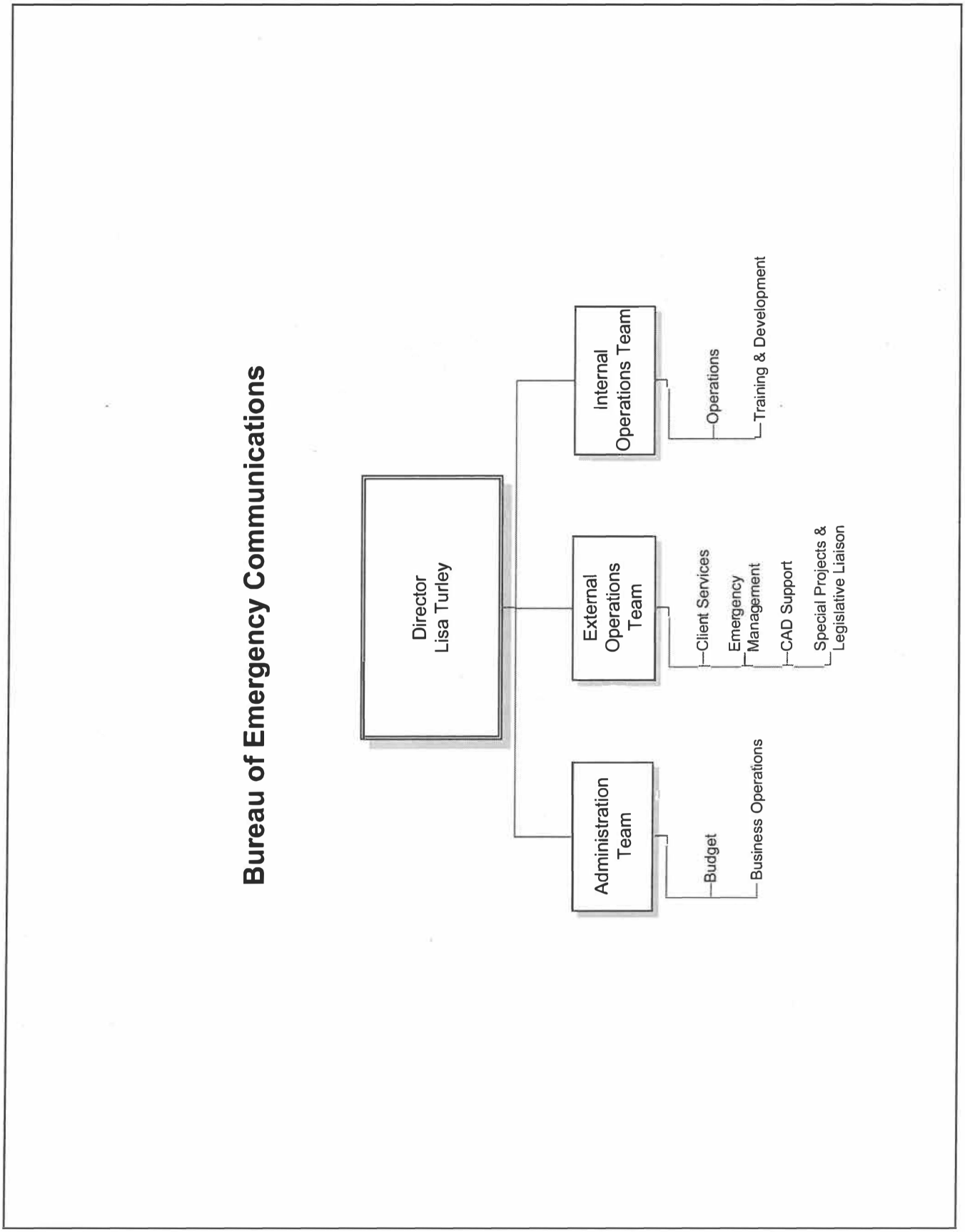


Bureau Programs



Bureau Overview

Requirements	Revised FY 2011-12	Adopted FY 2012-13	Change from Prior Year	Percent Change
Operating	24,008,554	23,312,120	(696,434)	(2.90)
Capital	0	0	0	0.00
Total Requirements	**24,008,554**	**23,312,120**	**(696,434)**	**(2.90)**
Authorized Positions	145.00	141.58	(3.42)	(2.36)


Bureau of Emergency Communications
Director
Lisa Turley
Administration Team
Budget
Business Operations
External Operations Team
Client Services
Emergency Management
CAD Support
Special Projects & Legislative Liaison
Internal Operations Team
Operations
Training & Development

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 and 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 dispatch police, fire, and medical calls to all of the public safety agencies within Multnomah County.

The FY 2012-13 Adopted Budget for BOEC totals $19 million for the operating budget and supports 141.58 positions. Of these positions, 111 are emergency communications call-takers and dispatchers or trainees. The budget is primarily supported by resources from the City of Portland and other regional user jurisdictions, as well as State of Oregon 9-1-1 tax revenues. The total budget for the Emergency Communications Fund is $23 million and includes the operating budget, $1.2 million for Computer-Aided-Dispatch (CAD) debt service payment, and $2.6 million in BOEC operations contingency.

Strategic Direction

Staffing Issues

Currently there are 80 certified Emergency Communications Senior Dispatchers, a level similar to the previous year. In addition, there are 5 trainees and 14 certified Call Takers. In 2008-09, in an effort to retain qualified professional operations staff, BOEC created lateral entry positions which provide an opportunity for trained dispatchers from other agencies to enter the organization without having to start at the beginning of BOEC's training process. It was hoped that these steps, as well as other proactive changes, would reduce turnover and improve recruiting success. While that approach did work in the short-term and provided necessary staffing to transition to the new CAD system with sufficient staffing, the bureau has found that it is not an approach that can be sustained for the long term and staff are looking at other alternatives. BOEC's goal is to maintain a certified staffing level of at least 102, with the remaining positions filled by trainees. Maintaining a 24/7 operation with less than certified staffing levels means that BOEC must resort to utilizing more overtime hours in order to ensure adequate staffing of call takers and police and fire certified dispatchers on all shifts.

As BOEC partner agencies implement new response strategies, priorities, and requirements, BOEC faces the challenge of providing sufficient staffing levels to meet potentially new obligations. These new response strategies include involvement with the SaferPDX project, Project Respond (to assist the Portland Police Bureau's initiatives to better manage incidents involving mental health issues), and Portland Fire and Rescue's Rapid Response Vehicle initiative. Although these are partner agency initiatives, any changes that are implemented will have a very direct impact on BOEC's workload and staffing. For example, in the 2011 TriData "Fire Rescue Service Demand Update and Rapid Response Vehicle Staffing and Deployment Review" done at Council's direction for PF&R, the report

states that "It is much more cost effective to save 30 seconds of response time through additional dispatch center staffing and technology than to build additional stations and staff additional units," and "Portland has an opportunity to improve response time by 45 seconds through dispatch center improvements." Any initiative implemented which results in a staffing or workload impact to BOEC will require additional funding.

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, as well as emergency medical services, 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 of the US Department of Homeland Security, the most manageable span of control ratio is from three to seven subordinates to one 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 translate those results directly into the improved performance of line call-takers and dispatchers. By encouraging and requiring employee responsibility, BOEC believes that it is able to provide a high level of service to the community and to partner agencies.

Summary of Budget Decisions

The FY 2012-13 BOEC Adopted Budget includes funding for operation of the 9-1-1 center at a level less than in FY 2011-12, even with the addition of funding for CAD support which was appropriated as a result of a budget note in the FY 2011-12 adopted budget.

Reduction Packages

6% Reduction

City bureaus were directed to submit reduction packages of 4, 6, and 8 percent. The BOEC Adopted Budget for FY 2012-13 includes a reduction at the 6% level; that is, a total reduction of $984,567, with $747,309 in overtime salary costs for BOEC and $237,258 in salary costs related to the elimination of three currently vacant call taker positions - creating $780,860 in General Fund support and $203,707 in BOEC partner jurisdiction support revenue reductions. Depending on the impacts of the previously mentioned changes in partner agency procedures, this could result in an increase in time per call to perform additional triage or pre-arrival activities. In turn, this would result in slower call processing times and fewer calls handled per call taker, meaning that calls could hold waiting for answer on 9-1-1 lines.

OMF Interagency Adjustments

The package reflects a decrease of $114,214 in interagency costs resulting from decision packages in the Office of Management and Finance. An adjustment to the bureau's ongoing General Fund discretionary target was made to balance the decreased costs.

Non-Represented Merit Freeze

The package reflects a decrease of $19,849 in personnel services costs resulting from a freeze on merit increases in FY 2012-13 for non-represented employees making more than $45,000 per year.

BTS / CAD Support Costs

The CAD system replacement project was completed and is going very well. System implementation occurred on April 17, 2011, and currently, there remain only 6 outstanding issues being addressed with the vendor.

9-1-1 Operations

Description

The 9-1-1 Operations program provides call-taking and dispatch services to the residents and emergency response agencies of Multnomah County.

Goals

BOEC supports the City goal of ensuring a safe and peaceful community and the bureau's central goal of providing excellent and timely call-taking and dispatch services.

Performance

One of the most significant operations performance indicators is the percent of emergency calls answered within 20 seconds. Performance on this measure has been slowly but steadily increasing, from 86% in FY 2003-04 to 98.2% in FY 2010-11. The goal established by the BOEC User Board is 90%.

The average time to answer an emergency call has fluctuated over the past several years due to varying factors such as reduced staffing levels, requests by partner agencies to better triage calls ensuring that we are dispatching the most appropriate response, and implementation of a new CAD system. All of these factors have had an impact on our availability to answer 9-1-1 calls. The FY 2010-11 performance measures reported that the average time to answer an emergency call was 2.06 seconds.

Dispatch times are tracked for police calls, fire calls, and emergency medical calls from the point in which the call comes in until the attempt to dispatch action. The primary focus is on response times to the highest priority, most urgent calls. The performance goal for high priority police calls is to dispatch 90% in 120 seconds; for high priority fire calls the goal is 90% in 60 seconds; for medical calls the goal is 90% in 90 seconds. The percentage of high priority calls dispatched within these time frames is 85.9% for police calls, 71.5% for fire calls, and 75.4% for medical calls.

Recruitment, training, and certification are a continuing challenge. BOEC's goal is to have three academies each year, hiring up to nine new staff per academy. Sometimes there are insufficient numbers of successful applicants to conduct three academies so the bureau ends up having only two. BOEC hopes to certify up to 50% of the trainees. With normal attrition of eight operators per year, net staff increases per year are at a slow growth rate. Recruitment efforts restarted in FY 2011-12 after hiring was deferred in FY 2010-11 due to the implementation of the new CAD system.

Changes to Services and Activities

There are no significant changes to the program in FY 2012-13.

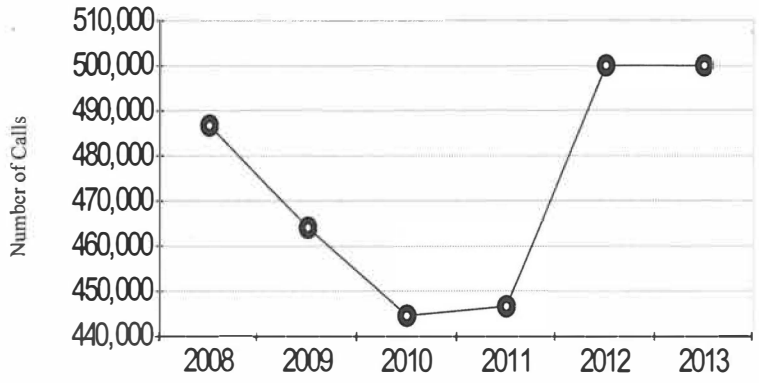
FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	144.42	145.00	145.00	141.58	141.58
Expenditures					
9-1-1 Operations	8,933,459	2,796,247	4,060,352	3,865,896	3,865,896
BOEC-Indirect Costs	505,587	946,361	985,376	1,017,732	1,417,732
BOEC-Operating Costs	6,615,522	11,879,236	13,371,464	13,617,102	14,017,375
Total Expenditures	**16,054,568**	**15,621,844**	**18,417,192**	**18,500,730**	**19,301,003**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Effectiveness					
Percent of Emergency 9-1-1 Calls Answered Within 20 Seconds	99%	98%	97%	97%	97%
Percent of Police "Emergency Priority" Calls Dispatched Within 120 Seconds	89%	86%	90%	90%	90%
Percent of Fire "Urgent Priority" Calls Dispatched Within 60 Seconds	72%	72%	75%	75%	75%
Percent of Medical "Priority Emergency, 1, or 2" Calls Dispatched Within 90 Seconds	77%	75%	80%	80%	80%
Average Time to Answer Emergency 9-1-1 Calls (Seconds)	2	2	4	4	10
Efficiency					
Percent of Trainee Class Certified Within 18 Months of Hire	78%	NA	75%	75%	75%
Overtime Hours	9,977	11,245	11,000	11,000	3,500
Call Taker Certification Rate	71%	NA	70%	70%	70%
Workload					
Total Calls, Emergency Telephone Lines	444,581	446,638	500,000	500,000	500,000
Total Calls, Nonemergency Telephone Lines	253,085	262,613	300,000	300,000	300,000
Calls per Emergency Communications Operator	3,969	4,511	4,000	4,000	6,000
Calls per Capita	1.00	0.97	1.10	1.10	1.10

Performance Measures

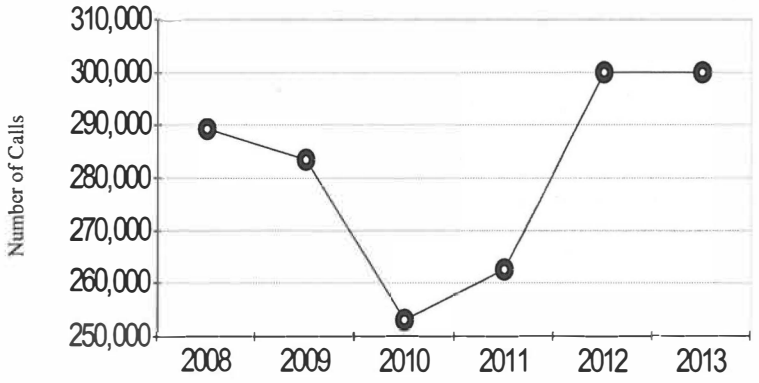
Number of Emergency 9-1-1 Calls

As the economy struggles, the crime rate that had recently fallen is now reversing, resulting in an increase in incidents and calls. This trend is expected to continue until the economy recovers.



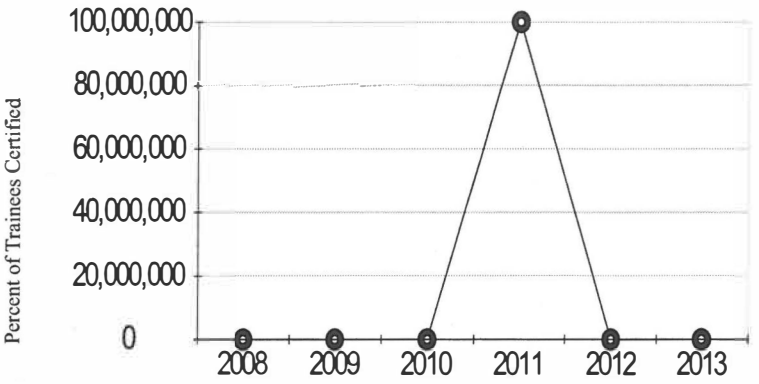
Number of Nonemergency Calls

As a result of the Portland Police Bureau reducing the number of precincts, BOEC has seen an increase in the number of non-emergency calls coming to BOEC. This does not mean it is an increase in the number of non-emergency calls to the region.



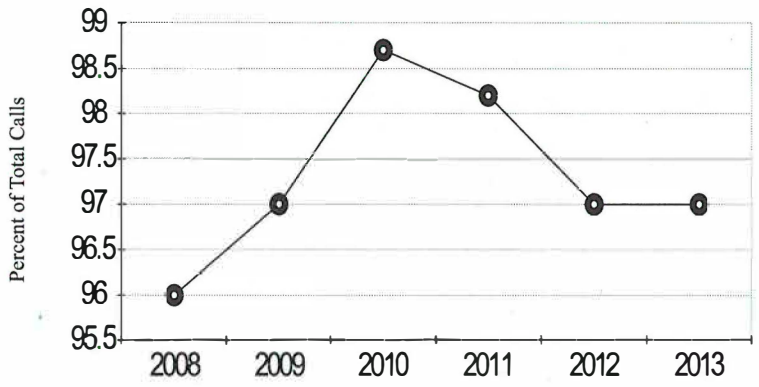
Trainee Certification Rate - Dispatchers

The trainee certification rate for police dispatchers is currently 50%. BOEC changed its classification structure in 2008 so that call-takers are now distinguished from dispatchers, thereby only training in one discipline at a time. The intent of this graph is to show success to the first point of certification for new employees. Since 2008 this graph reports certification to the call taking level. Prior to 2008 it shows certification to the dispatch level. Hiring and selection processes have also contributed to the improvements in trainee certification rates.



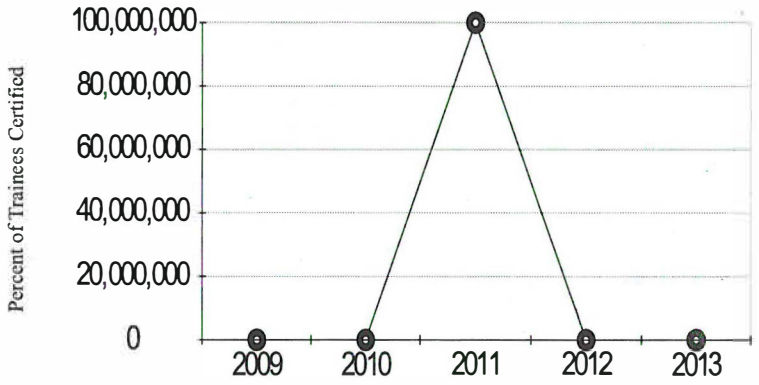
% of Emergency Calls Answered Within 20 Seconds

The BOEC User Board has adopted a performance goal of 80%, which BOEC has consistently exceeded in recent years. Since 2008, emergency answer time has averaged 10 seconds.



Trainee Certification Rate - Call Takers

The trainee certification rate for Emergency Communication call-takers is 71% for 2010 and is expected to remain at around that level. Hiring and selection processes account for some of this improvement. In addition, BOEC changed its classification structure so that call-takers are now distinguished from dispatchers, thereby only training in one discipline at a time.



	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
Resources					
External Revenues					
Charges for Services	194,601	178,305	200,000	370,919	370,919
Intergovernmental	6,361,189	7,025,321	6,720,863	6,947,218	6,935,731
Bond & Note	1,431	26,207	0	0	0
Miscellaneous	70,791	35,421	50,000	50,000	50,000
Total External Revenues	**6,628,012**	**7,265,254**	**6,970,863**	**7,368,137**	**7,356,650**
Internal Revenues					
Fund Transfers - Revenue	11,038,910	10,328,298	12,717,324	13,302,017	13,313,504
Interagency Revenue	0	46,808	0	0	0
Total Internal Revenues	**11,038,910**	**10,375,106**	**12,717,324**	**13,302,017**	**13,313,504**
Beginning Fund Balance	2,307,795	2,933,177	4,320,367	2,641,966	2,641,966
Total Resources	**$19,974,717**	**$20,573,537**	**$24,008,554**	**$23,312,120**	**$23,312,120**
Requirements					
Bureau Expenditures					
Personnel Services	12,992,144	12,896,689	13,676,415	13,595,904	13,595,904
External Materials and Services	347,154	308,887	534,818	1,101,718	1,501,991
Internal Materials and Services	2,776,957	2,427,626	4,205,959	3,803,108	4,203,108
Capital Outlay	52,413	0	0	0	0
Total Bureau Expenditures	**16,168,667**	**15,633,202**	**18,417,192**	**18,500,730**	**19,301,003**
Fund Expenditures					
Debt Service	151,878	133,963	1,330,111	1,339,286	1,339,013
Contingency	0	0	3,646,857	2,641,966	1,841,966
Fund Transfers - Expense	720,995	486,000	614,394	830,138	830,138
Total Fund Expenditures	**872,873**	**619,963**	**5,591,362**	**4,811,390**	**4,011,117**
Ending Fund Balance	2,933,177	4,320,372	0	0	0
Total Requirements	**$19,974,717**	**$20,573,537**	**$24,008,554**	**$23,312,120**	**$23,312,120**
Programs					
9-1-1 Operations	16,054,568	15,621,844	18,417,192	18,500,730	19,301,003
Administration & Support	109,736	11,358	0	0	0
Business Solutions	4,363	0	0	0	0
Total Programs	**16,168,667**	**$15,633,202**	**$18,417,192**	**$18,500,730**	**$19,301,003**

Class	Title	Salary Range Minimum	Salary Range Maximum	Revised FY 2011-12 No.	Revised FY 2011-12 Amount	Proposed FY 2012-13 No.	Proposed FY 2012-13 Amount	Adopted FY 2012-13 No.	Adopted FY 2012-13 Amount
30000434	Administrative Assistant	45,074	69,451	1.00	69,456	1.00	69,456	1.00	69,456
30000436	Administrative Supervisor I	54,725	72,925	1.00	63,840	1.00	65,802	1.00	65,802
30000441	Business Operations Manager	75,109	100,048	1.00	100,044	1.00	100,044	1.00	100,044
30001533	Business Systems Analyst, Principal	69,826	93,829	1.00	90,564	1.00	93,556	1.00	93,556
30000031	Emerg Commun Call Taker	39,935	51,969	6.00	271,362	3.00	123,650	3.00	123,650
30000034	Emerg Commun Dispatcher, Sr	51,178	66,571	102.00	5,903,058	102.00	6,023,232	102.00	6,023,232
30000032	Emerg Commun Dispatcher, Trainee	39,935	46,258	6.00	239,616	6.00	251,988	6.00	251,988
30000786	Emerg Commun Operations Mgr	86,840	117,686	1.00	117,684	1.00	117,684	1.00	117,684
30000787	Emerg Commun Operations Mgr, Assistant	69,826	93,829	2.00	187,656	2.00	187,656	2.00	187,656
30000789	Emerg Commun Program Manager	69,826	93,829	1.00	84,636	1.00	87,237	1.00	87,237
30000785	Emerg Commun Supervisor	63,378	84,635	11.00	903,780	11.00	914,438	11.00	914,438
30000835	Emerg Commun Support Specialist	31,512	43,950	2.00	87,912	2.00	87,912	2.00	87,912
30000788	Emerg Commun Training & Dev Mgr	66,602	89,107	1.00	89,112	1.00	89,112	1.00	89,112
30000429	Emergency Communications Director	102,648	146,952	1.00	146,952	1.00	146,952	1.00	146,952
30000487	Emergency Management Program Manager	63,378	84,635	1.00	84,636	1.00	84,636	1.00	84,636
30000568	Financial Analyst, Sr	63,378	84,635	1.00	84,636	1.00	84,636	1.00	84,636
30000451	Management Analyst	57,450	76,586	1.00	76,584	1.00	76,584	1.00	76,584
30000452	Management Analyst, Sr	63,378	84,635	1.00	84,636	1.00	84,636	1.00	84,636
30000012	Office Support Specialist II	31,512	43,950	1.00	43,956	1.00	43,956	1.00	43,956
30000013	Office Support Specialist III	40,310	51,896	2.00	103,800	2.00	103,800	2.00	103,800
TOTAL FULL-TIME POSITIONS				144.00	8,833,920	141.00	8,836,967	141.00	8,836,967
TOTAL PART-TIME POSITIONS				0.00	0	0.00	0	0.00	0
30000448	Business Systems Analyst	57,450	76,586	1.00	68,394	0.58	40,936	0.58	40,936
TOTAL LIMITED TERM POSITIONS				1.00	68,394	0.58	40,936	0.58	40,936
GRAND TOTAL				145.00	8,902,314	141.58	8,877,903	141.58	8,877,903

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

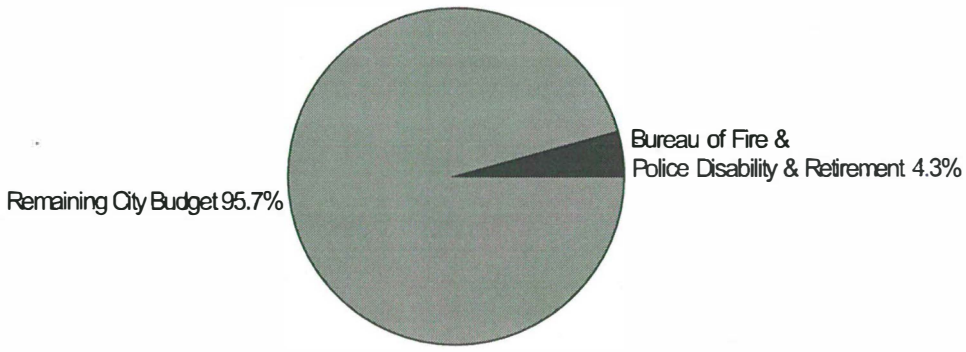
Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2012-13	14,190,127	5,379,233	19,569,360	144.58	FY 2012-13 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	(188,169)	(49,089)	(237,258)	(3.00)	Eliminate 3 call-taker positions
	(592,691)	(154,618)	(747,309)	0.00	Reduction in overtime & associated benefits
	0	(19,849)	(19,849)	0.00	Non-represented merit freeze
	(91,371)	(22,843)	(114,214)	0.00	OMF interagency adjustments
	0	50,000	50,000	0.00	IA with Comm. Fritz's office for 3-1-1 study
Approved Budget Additions and Reductions					
	0	400,000	400,000	0.00	3-1-1 Program consultant study
Adopted Budget Additions and Reductions					
	0	400,000	400,000	0.00	PYXIS system upgrade
	0	273	273	0.00	Supplies increase to correct overbudgeting of debt servce
	(872,231)	**603,874**	**(268,357)**	**(3.00)**	**Total FY 2012-13 Decision Packages**
			19,301,003	**141.58**	**Total Adopted Budget**

Bureau of Fire & Police Disability & Retirement

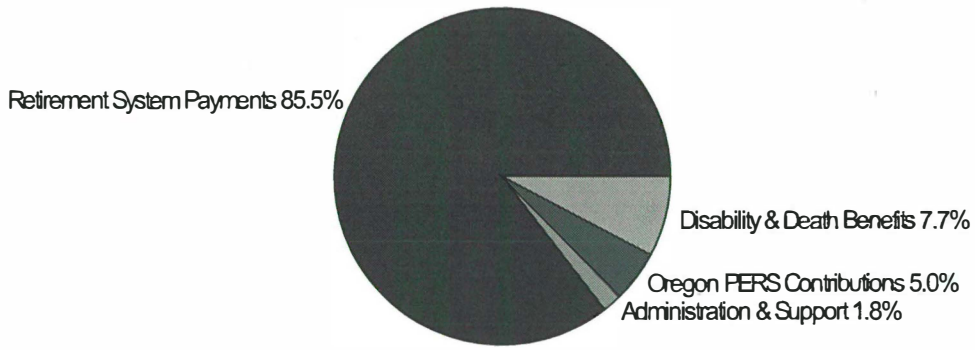
Public Safety Service Area

Dan Saltzman, Commissioner-in-Charge
Linda Jefferson, Director

Percent of City Budget

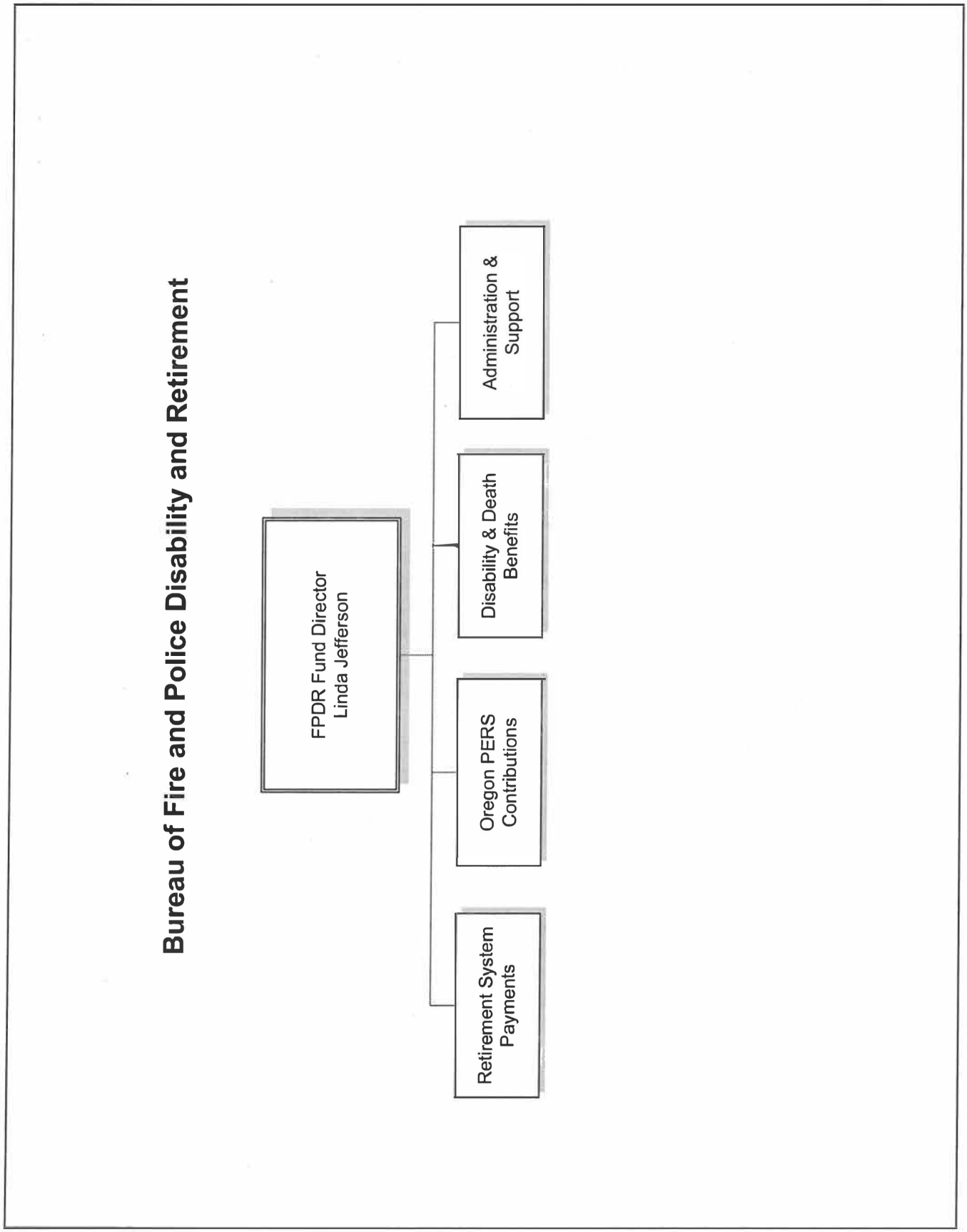


Bureau Programs



Bureau Overview

Requirements	Revised FY 2011-12	Adopted FY 2012-13	Change from Prior Year	Percent Change
Operating	152,998,900	154,486,036	1,487,136	0.97
Capital	240,000	95,500	(144,500)	(60.21)
Total Requirements	**153,238,900**	**154,581,536**	**1,342,636**	**0.88**
Authorized Positions	16.70	16.20	(0.50)	(2.99)


Bureau of Fire and Police Disability and Retirement
FPDR Fund Director
Linda Jefferson
Administration & Support
Disability & Death Benefits
Oregon PERS Contributions
Retirement System Payments

Bureau Summary

Bureau Mission

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

Bureau Overview

FPDR consists of four programs: Administration and Support, Disability and Death Benefits, and two retirement programs - Retirement System Payments and Oregon Public Employees Retirement System (PERS) Contributions.

Retirement System Payments

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 2012-13 program budget consists of $100.0 million, including $85,000 for program delivery. It is estimated that there will be 1,985 pension recipients by the end of FY 2012-13.

Oregon PERS Contributions

Oregon PERS Contributions manages the reimbursements to Portland Fire & Rescue and the Portland Police Bureau for PERS contributions made on behalf of firefighters and police officers hired after 2006. Program expenditures are budgeted at $5.8 million for FY 2012-13, an increase of $1.0 million or 20.1% over the FY 2011-12 Revised Budget.

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 for FY 2012-13 total $9.0 million, a decrease of $0.7 million or 7.4% from the FY 2011-12 Revised Budget. The program budget includes $927,000 of costs related to program delivery.

Administration and Support

Administration and Support includes all other costs of operating the bureau. Budgeted expenditures in the Administration and Support program total $2.2 million, a decrease of $0.2 million from the FY 2011-12 Revised Budget. The Administration and Support budget represents 1.8% of total bureau requirements. Including delivery costs allocated to the retirement and disability programs, the percentage is 2.7%.

Strategic Direction

Significant Issues

The most significant issue faced by the bureau in the coming fiscal year is the completion of a technology project to migrate the FPDR benefits and payment database to a technology platform that meets City technology standards and has less operational vulnerability. The project is currently on time and within budget, with go-live scheduled for September 2012.

Recovery of state tax offset benefits overpaid to members during the period of 1991 to 2008 will continue in FY 2012-13. FPDR estimates that approximately $2.3 million of the $2.8 million in overpayments will be collected by July 1, 2013 and total repayment is expected to be substantially complete by the end of FY 2013-14.

Service Improvement Plan

The goals of the FY 2012-13 SIP include completion of the migration of the benefits database to the new platform, and the development and dissemination of educational materials to FPDR members. The explanatory pamphlets will provide information regarding independent medical examinations and on post-retirement medical benefits related to disability claims approved prior to retirement.

Summary of Budget Decisions

Cut Packages

Eliminate Half-time Program Coordinator Position

This decision package eliminates a part-time program coordinator position that is no longer needed. The position was created in 2008 to implement a provision of the Pension Protection Act, which provides retirees a tax benefit on their health insurance premium payments, so long as the pension plan pays the premiums directly. In FY 2010-11 the position was reduced to half-time and the duties changed to implementing new Medicare reporting requirements. Both the Pension Protection Act and the new Medicare reporting requirements have been successfully implemented, and ongoing administration of both functions can be managed by other staff.

Non-Represented Merit Freeze

The package reflects a decrease of $10,767 in personnel services costs resulting from a freeze on merit increases in FY 2012-13 for non-represented employees making more than $45,000 per year.

Bureau CIP Summary

CIP Highlights

The rebuild of FPDR's FoxPro database is the bureau's single capital project in FY 2012-13. The project is budgeted at $95,500 in FY 2012-13 and total project costs are estimated at $240,000.

Major Issues

The impetus to rebuild the bureau's database that tracks all FPDR member information and processes all member and vendor payments is that the current platform is increasingly obsolete.

Changes from Prior Year

The bureau budgeted $240,000 in FY 2011-12 for the database platform rebuild, but project schedule was adjusted with completion of the project estimated in fall 2012. The FY 2012-13 budget is $95,500 and the ongoing operations and maintenance costs are estimated at $30,000 in FY 2013-14 and FY 2014-15, with ongoing costs declining in the out-years.

Strategic Direction

Council Goals and Priorities

By providing consistent tracking and managing pension data for the City's public safety sworn employees, the database platform rebuild CIP project contributes to the City's goal to ensure a safe and peaceful community.

City Comprehensive Plan

FPDR's capital program is not intended to address the City's Comprehensive Plan as FPDR's only capital asset is an intangible asset and the plan deals with tangible assets.

Criteria

FPDR's database platform rebuild project was ranked as a high priority to accomplish based upon the risks of maintaining their current software system, which is increasingly obsolete and will not have vendor support in the near future.

Capital Planning and Budgeting

Capital Planning Process

The plan to rebuild FPDR's database in current technology consisted of staff identifying the need to do so, evaluating options, and making a recommendation to, and seeking funding from, the FPDR Board of Trustees as part of the budget process.

Financial Forecast Overview

FPDR's five-year financial plan projects a 24.7% increase in total fund requirements, net of tax anticipation notes, over the life of the plan. Increased requirements are primarily attributable to direct pension benefits. The database replacement capital project will increase total fund requirements by just 0.1% in FY 2012-13, and less than that in out years. Project costs, as well as the associated ongoing maintenance and improvements expenses, are reflected in the five-year financial plan.

Asset Management and Replacement Plan

FPDR does not have a formal asset management and replacement plan for the database. Ongoing annual asset management costs are estimated at $35,000 for the first three years after the database goes live, rising to $45,000 when the warranty expires. In addition, capital enhancements of about $30,000 per year are anticipated for the first three years after go-live, dropping to roughly $15,000 a year thereafter. The useful life of the new database is estimated at approximately ten years. No funding will be set aside for its future replacement.

Capital Programs and Projects

Capital Program Description

FPDR has one capital program for acquisitions, within which there is one capital project; the project is the replacement of the bureau's database.

Funding Sources

The funding source for this capital project, as with most FPDR expenses, is property taxes generated by the dedicated property tax for fire and police pension and disability benefits.

Major Projects

FPDR's FY 2012-13 capital improvement plan includes one project, the rebuild of FPDR's FoxPro database in SQL server. FPDR currently uses a custom FoxPro database originally built in 1994 to track all member information and to process all member and vendor payments. The FoxPro platform is increasingly obsolete and does not meet City technology standards. In addition, Microsoft is expected to discontinue FoxPro maintenance in the near future. The new database is expected to go live in fall 2012. The estimated cost to rebuild the database remains $240,000.

Net Operating & Maintenance Costs

FPDR estimates the new database's total maintenance and improvement costs at roughly $60,000 to $65,000 per year. The contract anticipates annual maintenance expenses of $20,000 and annual capital improvement costs of $30,000 for the first three years after go-live. At that point, maintenance costs are expected to increase to $30,000 per year while system upgrades are expected to drop to only $15,000 per year. In addition, two new servers are required to run the new database, at an additional cost of about $15,000 per year. It is possible the new database will generate efficiencies that could decrease costs; however these are currently unknown and therefore unquantifiable.

Retirement System Payments

Description

This program provides pension benefits to retired sworn members of the Fire and Police bureaus, hired prior to January 1, 2007, and their survivors.

Goals

Retirement benefits are essential in recruiting and retaining the most qualified individuals for important public safety operations. Thus, this program contributes to the City goal to ensure a safe and peaceful community.

Performance

The number of retirements is expected to increase from a recent average of about 20 per year to more than 80 in FY 2011-12, as members take advantage of two lookback periods with an extra pay date in that fiscal year. FPDR also expects approximately 50 retirements in FY 2012-13. Requests for pension estimates have ticked up accordingly.

The accuracy of pension estimates has improved steadily, with FPDR projecting that soon 100% of members will receive final pay that is at least 99% of their most recent estimate. The timeliness of estimates remains about the same, with around 80% of requests completed within one week.

Changes to Services and Activities

There are no changes to services and activities for this program.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	1.00	1.00	1.00	1.00	1.00
Expenditures					
Pension Benefits	89,047,489	90,483,472	97,379,355	99,938,137	99,938,137
Retirement Administration and Support	72,076	74,380	79,362	84,522	84,522
Retirement System Payments	109,569	8	0	0	0
Total Expenditures	**89,229,134**	**90,557,860**	**97,458,717**	**100,022,659**	**100,022,659**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Effectiveness					
Percentage of workshop participants who rated workshop helpful	100%	100%	100%	100%	100%
Percentage of members whose final pay was 99% or more of last estimate	92%	94%	100%	100%	100%
Efficiency					
Percentage of pension estimates processed within one week	80%	79%	84%	84%	84%
Workload					
Number of retirements from active service	20	22	85	56	56
Number of pension estimates	207	256	256	256	256
Number of FPDR 1 & 2 pension recipients	1,871	1,882	1,952	1,985	1,985
Number of pre-retirement workshop participants	50	56	42	42	42

Disability & Death Benefits

Description

This program provides short-term and long-term benefits for injuries and illnesses, medical benefits, vocational rehabilitation benefits, and funeral benefits for sworn members of the Fire and Police Bureaus and their survivors.

Goals

Disability benefits are essential in recruiting and retaining the most qualified individuals for important public safety operations. Thus, this program contributes to the City goal to ensure a safe and peaceful community.

Performance

The number of members on long-term disability has dropped each year for the last three years. That trend is expected to continue in the current and upcoming fiscal years.

The timeliness of disability claims decisions declined somewhat, with fewer claims decisions reached within 30 days. This is primarily attributable to an increase in medically complex claims, such as those involving back injuries, heart conditions, and stress. Nevertheless, nearly all claims continue to receive a decision within 90 days.

Changes to Services and Activities

Disability packets have been revised so that they will not need to be recreated each year. Components of the new packets will be updated only as needed, saving paper and staff time. In 2012, FPDR will develop two new informational packets for members, one on independent medical exams and one on post-retirement medical benefits.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	7.00	7.00	7.00	7.00	7.00
Expenditures					
Disability & Death Benefits	7,859	0	23,000	0	0
Disability Administration and Support	729,762	795,001	804,781	926,588	926,588
Funeral	31,237	44,867	44,577	57,146	57,146
Long-term Disability	4,196,157	3,816,740	3,713,541	3,106,419	3,106,419
Medical	3,152,976	2,319,966	3,316,266	3,110,198	3,110,198
Return to Work	396,417	430,039	337,000	330,000	330,000
Short-term Disability	1,265,533	1,305,908	1,414,155	1,429,227	1,429,227
Vocational Rehabilitation	33,031	21,132	41,013	21,872	21,872
Total Expenditures	**9,812,973**	**8,733,653**	**9,694,333**	**8,981,450**	**8,981,450**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Effectiveness					
Medical cost savings	$1,190,224	$1,157,980	$1,082,178	$1,184,985	$1,184,985
Savings as a percentage of total medical costs	29.6%	32.9%	38.1%	38.1%	38.1%

Bureau of Fire & Police Disability & Retirement

Public Safety Service Area

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Efficiency					
Percentage of disability claims decisions in 90 days	99%	98%	100%	100%	100%
Percentage of disability claims decisions in 60 days	95%	86%	91%	91%	91%
Percentage of disability claims decisions in 30 days	75%	70%	67%	67%	67%
Workload					
Number of new no-time-loss claims	139	121	125	125	125
Number of new time-loss claims	155	165	172	172	172
Number of members on short-term disability	253	227	227	227	227
Number of medical bills	6,336	5,657	6,002	6,002	6,002
Number of long-term disability recipients	100	92	83	70	70

Administration & Support

Description

This program provides the general administrative and support services that the bureau requires to fulfill its mission.

Goals

By providing the administrative and support services needed to deliver the retirement and disability benefits that are essential in recruiting and retaining the most qualified individuals for important public safety operations, this program contributes to the City's goal to ensure a safe and peaceful community.

Performance

This program's budget as a percent of total bureau expenditures will decline slightly for FY 2012-13, as lower capital expenditures and the elimination of a position offset increases in other areas.

Changes to Services and Activities

FPDR expects to complete the migration of its software system to an SQL platform in FY 2012-13. The new system may allow some process improvements and efficiencies and may require that some business processes be redesigned.

A part-time program coordinator position will be eliminated from this program in 2012. The position's ongoing responsibilities will be absorbed by staff in the Retirement System Payments and Disability and Death Benefits programs.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	9.70	8.70	8.70	8.20	8.20
Expenditures					
Administration & Support	1,788,951	1,971,176	2,356,985	2,161,433	2,161,433
Total Expenditures	**1,788,951**	**1,971,176**	**2,356,985**	**2,161,433**	**2,161,433**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Efficiency					
Administrative cost as a percentage of bureau budget	1.74%	1.89%	2.04%	1.91%	1.91%

Oregon PERS Contributions

Description

This program reimburses the Police and Fire Bureaus for the contributions they make to the Oregon Public Employees Retirement System on behalf of their sworn members hired after 2006. Expenses are determined by the number of those members, their pensionable pay, and PERS contribution rates.

Goals

Retirement benefits are essential in recruiting and retaining the most qualified individuals for important public safety operations. Thus, this program contributes to the City goal to ensure a safe and peaceful community.

Performance

To budget for this program, FPDR and the Fire and Police Bureaus must make assumptions about sworn hiring and attrition rates, future salary increases, promotion rates, and the amount of premium pay and overtime that will be earned by PERS-covered employees. FPDR and the Fire and Police Bureaus have worked to improve the accuracy of these projections. In FY 2010-11 actual expenses were just 71.4% of the Adopted Budget; for FY 2011-12 FPDR projects that expenses will be 93.5% of the Adopted Budget.

Changes to Services and Activities

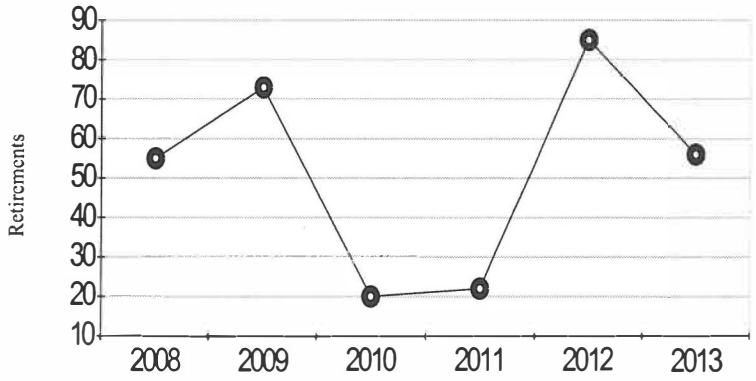
This program will experience substantial expenditure growth for the next 20 to 25 years, as an ever larger proportion of the sworn workforce becomes covered by PERS.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
Expenditures					
Oregon PERS Contributions	2,210,250	2,865,737	4,830,000	5,798,739	5,798,739
Total Expenditures	**2,210,250**	**2,865,737**	**4,830,000**	**5,798,739**	**5,798,739**

Performance Measures

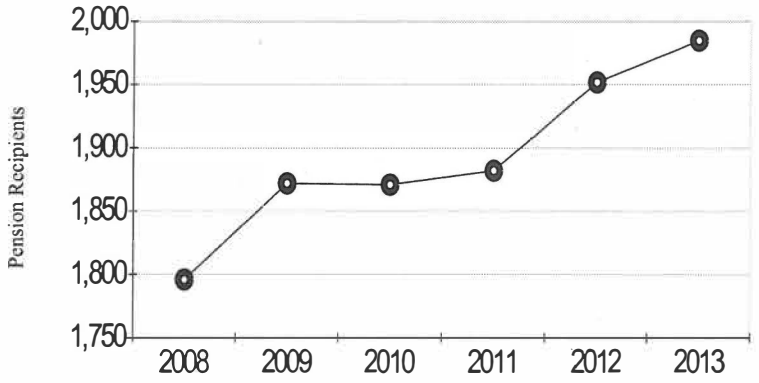
Number of Retirements from Active Service

The number of retirements fluctuates from year to year largely due to the demographics of the Fire and Police Bureaus. Labor negotiations also affect retirement patterns. In FY 2008-09, FPDR changed the retirement benefit calculation to use received, rather than earned, for final pay. This change has also impacted members' retirement decisions.



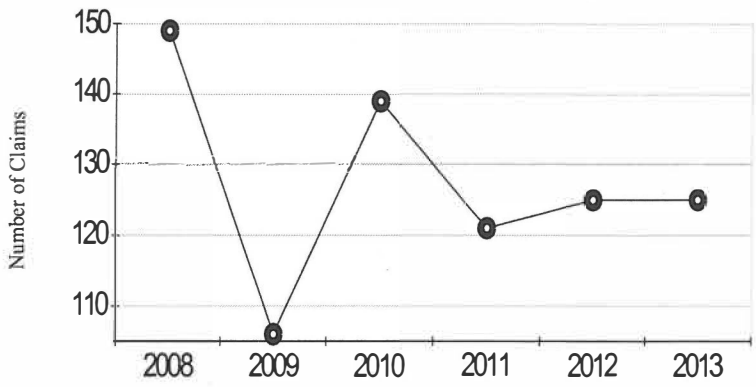
Number of FPDR 1 & 2 Pension Recipients

Longer life expectancies and hiring patterns affect the size of the retiree membership.



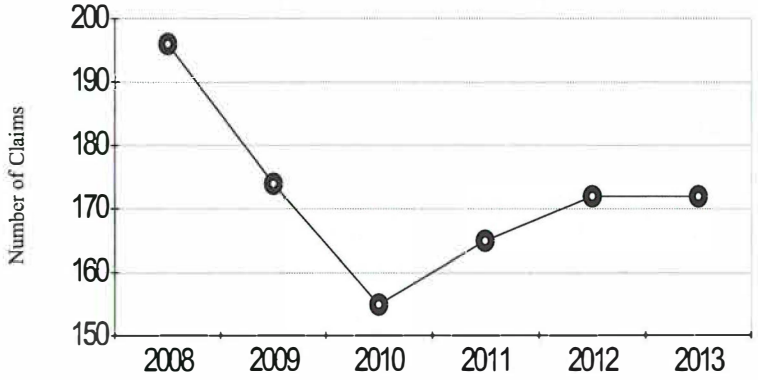
Number of New No-Time-Loss Claims

No-time-loss claims (no lost time from work other than for doctor appointments) incur only medical costs.



Number of New Time-Loss Claims

Time-loss claims incur costs for the time the member was absent from work for the injury or illness, as well as medical costs.



Bureau of Fire & Police Disability & Retirement

	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
Resources					
External Revenues					
Taxes	108,077,959	110,665,683	105,700,575	112,072,367	112,072,367
Charges for Services	36	30	0	0	0
Bond & Note	28,349,586	22,170,272	26,799,000	25,211,000	25,211,000
Miscellaneous	593,809	531,444	1,337,927	1,508,000	1,508,000
Total External Revenues	**137,021,390**	**133,367,429**	**133,837,502**	**138,791,367**	**138,791,367**
Internal Revenues					
Fund Transfers - Revenue	2,068	1,678	1,503,970	750,000	752,152
Interagency Revenue	7,200	7,200	142,000	360,200	360,200
Total Internal Revenues	**9,268**	**8,878**	**1,645,970**	**1,110,200**	**1,112,352**
Beginning Fund Balance	7,152,885	12,341,042	17,755,428	14,677,817	14,677,817
Total Resources	**$144,183,543**	**$145,717,349**	**$153,238,900**	**$154,579,384**	**$154,581,536**
Requirements					
Bureau Expenditures					
Personnel Services	1,493,409	1,597,808	1,718,200	1,774,413	1,774,413
External Materials and Services	98,490,571	98,767,264	106,606,111	108,427,421	108,427,421
Internal Materials and Services	3,055,802	3,753,454	5,740,724	6,666,947	6,666,947
Capital Outlay	1,525	9,900	275,000	95,500	95,500
Total Bureau Expenditures	**103,041,307**	**104,128,426**	**114,340,035**	**116,964,281**	**116,964,281**
Fund Expenditures					
Debt Service	28,508,644	22,275,958	27,012,042	25,516,569	25,516,569
Contingency	0	0	10,049,815	11,277,000	11,279,152
Fund Transfers - Expense	292,549	383,671	1,837,008	821,534	821,534
Total Fund Expenditures	**28,801,193**	**22,659,629**	**38,898,865**	**37,615,103**	**37,617,255**
Ending Fund Balance	12,341,042	18,929,294	0	0	0
Total Requirements	**$144,183,543**	**$145,717,349**	**$153,238,900**	**$154,579,384**	**$154,581,536**
Programs					
Administration & Support	1,788,951	1,971,176	2,356,985	2,161,433	2,161,433
Disability & Death Benefits	9,812,973	8,733,653	9,694,333	8,981,450	8,981,450
Oregon PERS Contributions	2,210,250	2,865,737	4,830,000	5,798,739	5,798,739
Retirement System Payments	89,229,134	90,557,860	97,458,717	100,022,659	100,022,659
Total Programs	**103,041,307**	**$104,128,426**	**$114,340,035**	**$116,964,281**	**$116,964,281**

This table summarizes project expenses by capital programs.

Bureau Capital Program / Project	Prior Years	Revised FY 2011-12	Adopted FY 2012-13	Capital Plan FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	5-Year Total
Acquisitions								
Rebuild FoxPro Database in SQL Server	9,900	240,000	95,500	30,000	30,000	18,750	15,000	189,250
Total Acquisitions	**9,900**	**240,000**	**95,500**	**30,000**	**30,000**	**18,750**	**15,000**	**189,250**
Total Requirements	**9,900**	**240,000**	**95,500**	**30,000**	**30,000**	**18,750**	**15,000**	**189,250**

Class	Title	Salary Range Minimum	Salary Range Maximum	Revised FY 2011-12 No.	Revised FY 2011-12 Amount	Proposed FY 2012-13 No.	Proposed FY 2012-13 Amount	Adopted FY 2012-13 No.	Adopted FY 2012-13 Amount
30000063	Accountant II	49,754	60,798	1.00	60,804	1.00	60,804	1.00	60,804
30000436	Administrative Supervisor I	54,725	72,925	1.00	63,030	1.00	65,610	1.00	65,610
30000065	Claims Technician, Assistant	32,261	45,157	1.00	45,156	1.00	45,156	1.00	45,156
30000412	FPDR Director	93,288	130,291	1.00	130,296	1.00	130,296	1.00	130,296
30001384	FPDR Financial Manager	80,787	107,557	1.00	107,556	1.00	107,556	1.00	107,556
30000582	FPDR Operations Manager	75,109	100,048	1.00	98,052	1.00	99,712	1.00	99,712
30000592	Legal Assistant, Sr	54,725	72,925	1.00	72,924	1.00	72,924	1.00	72,924
30000452	Management Analyst, Sr	63,378	84,635	1.00	84,636	1.00	84,636	1.00	84,636
30000450	Management Assistant	45,074	69,451	1.00	51,702	1.00	53,825	1.00	53,825
30000012	Office Support Specialist II	31,512	43,950	1.00	43,956	1.00	43,956	1.00	43,956
30000480	Workers Comp/Disability Analyst, Sr	60,341	80,475	3.00	220,800	3.00	229,074	3.00	229,074
30000479	Workers Compensation/Disability Analyst	54,725	72,925	2.00	145,848	2.00	145,848	2.00	145,848
TOTAL FULL-TIME POSITIONS				15.00	1,124,760	15.00	1,139,397	15.00	1,139,397
30000568	Financial Analyst, Sr	63,378	84,635	1.20	92,244	1.20	93,238	1.20	93,238
30000464	Program Coordinator	60,341	80,475	0.50	40,236	0.00	0	0.00	0
TOTAL PART-TIME POSITIONS				1.70	132,480	1.20	93,238	1.20	93,238
TOTAL LIMITED TERM POSITIONS				0.00	0	0.00	0	0.00	0
GRAND TOTAL				16.70	1,257,240	16.20	1,232,635	16.20	1,232,635

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

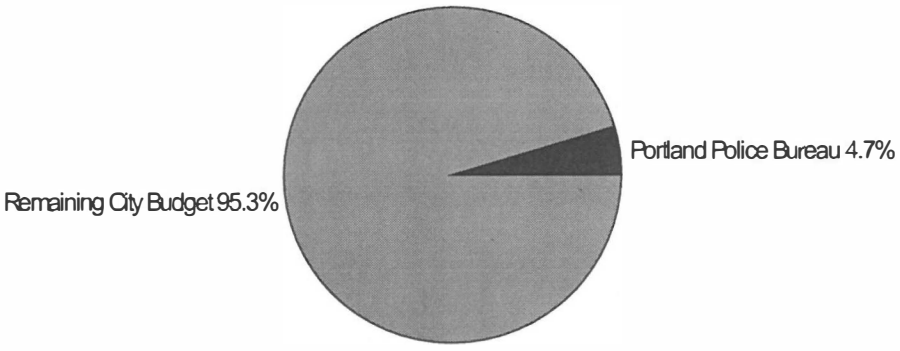
Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2012-13	117,018,656	0	117,018,656	16.70	FY 2012-13 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	(43,608)	0	(43,608)	(0.50)	Eliminate Program Coordinator position
	(10,767)	0	(10,767)	0.00	Non-represented merit freeze
Approved Budget Additions and Reductions					
	0	0	0	0.00	None
Adopted Budget Additions and Reductions					
	0	0	0	0.00	None
	(54,375)	**0**	**(54,375)**	**(0.50)**	**Total FY 2012-13 Decision Packages**
			116,964,281	**16.20**	**Total Adopted Budget**

Portland Police Bureau

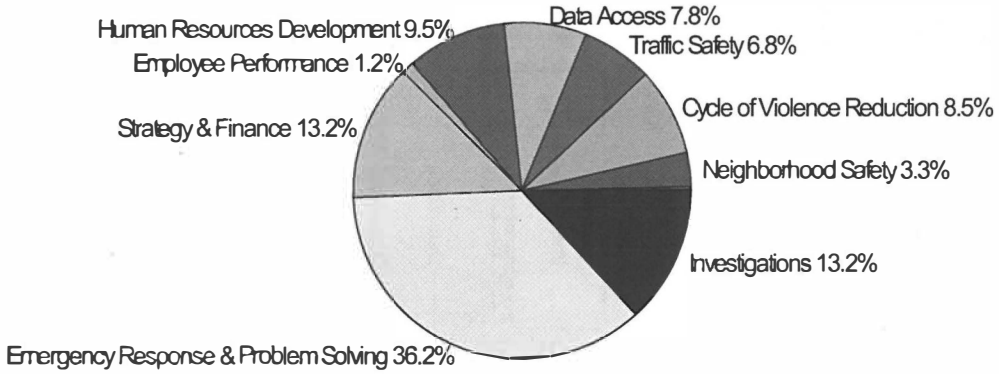
Public Safety Service Area

Mayor Sam Adams, Commissioner-in-Charge
Michael Reese, Chief of Police

Percent of City Budget

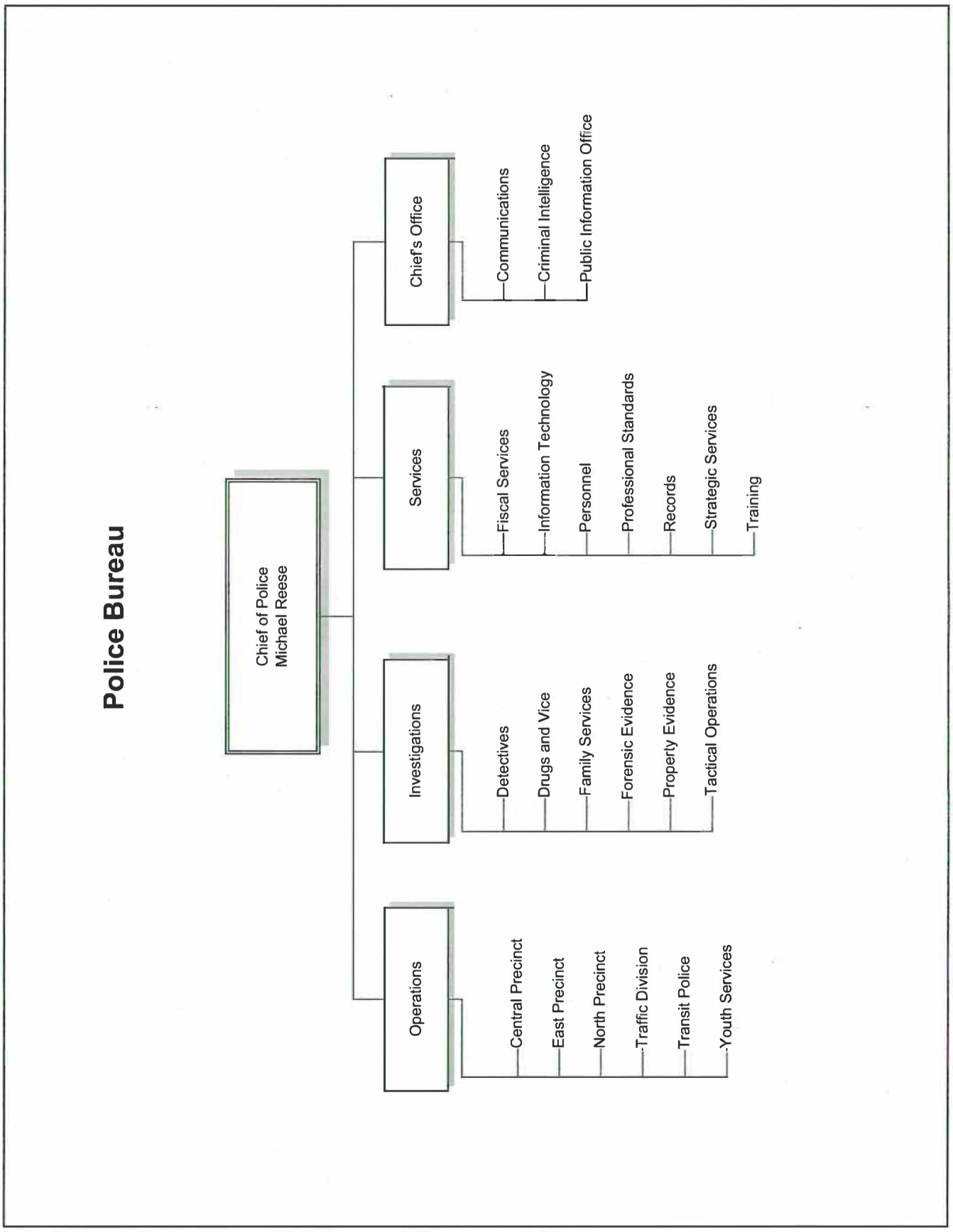


Bureau Programs



Bureau Overview

Requirements	Revised FY 2011-12	Adopted FY 2012-13	Change from Prior Year	Percent Change
Operating	177,371,224	167,081,739	(10,289,485)	(5.80)
Capital	0	0	0	0.00
Total Requirements	**177,371,224**	**167,081,739**	**(10,289,485)**	**(5.80)**
Authorized Positions	1,224.40	1,211.73	(12.67)	(1.03)


Police Bureau
Chief of Police
Michael Reese
Chief's Office
Communications
Criminal Intelligence
Public Information Office
Services
Fiscal Services
Information Technology
Personnel
Professional Standards
Records
Strategic Services
Training
Investigations
Detectives
Drugs and Vice
Family Services
Forensic Evidence
Property Evidence
Tactical Operations
Operations
Central Precinct
East Precinct
North Precinct
Traffic Division
Transit Police
Youth Services

Bureau Summary

Bureau Mission

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

Bureau Overview

The Portland Police Bureau is managed and directed by the Chief of Police with two Assistant Chiefs and one civilian Director of Services. 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 Public Information Office, and the Communications Unit.

Operations Branch

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

Investigations Branch

The Investigations Branch includes Detectives, Drugs and Vice, Family Services, Forensic Evidence, Property Evidence, and Tactical Operations divisions. The primary responsibility of Investigations is to investigate and solve criminal cases.

Services Branch

The Services Branch includes Fiscal Services, Information Technology, Personnel, Professional Standards, Strategic Services, Training, and Records. This branch provides business operations support to the branches and the Chief's Office.

Strategic Direction

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

1. Long term solutions to crime and social disorder
2. Engagement and trust with the community
3. Professional work force that meets the public safety needs of the city
4. Best practices for innovative policing

Service Improvement Plan

Customer Service Assessment. The Police Bureau does not conduct a citywide customer service survey, but relies on citywide survey efforts to gain perspective on customer satisfaction and how safe residents feel in their neighborhoods. Most recently, the bureau participated in the 2011 Curbsider survey. Citizens were asked to prioritize crimes with which they were concerned, and identify areas that could benefit from increased patrol or services. Traffic safety was ranked as the number one public safety concern. Curbsider results will be incorporated into the bureau's upcoming Strategic Plan.

Workforce Development. The Personnel Division administered five Community Police Officer Recruitments in the Portland metro area and one recruitment effort in San Jose, California for FY 2010-11. Fifty-one officers were hired in the 2001 calendar year. Forty-one percent of the officers hired were minorities or women.

The bureau's Advanced Academy and In-Service training include classes on customer service competency and improving community skills.

Significant Issues

Opportunities for Strategic Investment

The Portland Police Bureau has long needed a single, appropriate and consistently available venue for training employees in all critical job functions. In April 2012, the City purchased property in which the Training Division will be located. The Division will begin phasing in classroom, driving, defensive tactics, and other training at the new property in summer 2012. The bureau has already begun the processes of procuring the shooting range and hiring a consultant for the renovation and design of the site's existing building. The new training center should be fully completed and in operation by spring 2014. It will be used by both sworn and non-sworn members and regional public safety partners. The purchase and development of the training facility will be financed with bonds that will be funded by a ten-year increase in Facility's General Fund appropriation, and will not impact the Police Bureau's operating budget. As a City-owned property, the site offers opportunities for other City bureaus, such as Portland Fire and Rescue, to use the facility for ongoing training needs. The purchase and development of the training center site will allow the Traffic Division to move into the former North Precinct in St. Johns. Moving the Traffic Division to St. Johns will provide a more visible law enforcement presence in North Portland.

With the completed purchase of the Kelly Building (the site of the previous Southeast Precinct), there is an opportunity to establish a Community Safety Center. At the Mayor's direction, the opening of this facility will be funded through existing resources. The site will house officers and supervisors assigned to patrol the Southeast neighborhoods and districts. In addition, the space will house other City bureau public safety functions, including the Office of Neighborhood Involvement's crime prevention program and the Water Bureau's security staff. This will assist in offsetting the site's operating and maintenance costs.

Maintaining Adequate Sworn Staffing

Current sworn staffing is 986. This is a reduction of 60 sworn from 2003. The FY 2012-13 Approved Budget does not affect sworn staffing levels. During the past two budget cycles, the Police Bureau made significant efforts to reduce overtime use, and spending on external and internal materials and services. The Office of Management and Finance and the Police Bureau agree that the bureau may not be able to sustain the level of expense reductions in these areas.

Continuously Research Technology Enhancements

The bureau uses technology to improve systems of accountability and enhance its response to crime trends. The bureau now has a citizen online reporting system to report property crimes, and uses Facebook and Twitter to share news to expanding audiences. Over the past few years, the bureau has implemented new technology such as electronic field reporting, a new computer aided dispatch system, and mobile dispatch computers. A new regional system for records management will replace the old Portland Police Data System infrastructure.

In November 2011, the Police Bureau contracted with Lexipol, a risk management resource for public safety organizations, to begin work on a new web-based policy manual incorporating national best practices. This conversion will take approximately two years to complete with additional time to train bureau members when the online version is ready.

The bureau is researching new ways to enhance the flow of information on crime trends and statistics to the precincts and to the community. Predictive policing is a fairly new national model to expand crime analysis components such as predictive trending and situational reports allowing for flexibility in how to allocate appropriate resources to reduce crime in geographic areas of the city. Predictive policing is used in other law enforcement agencies to assist in better allocating resources to meet emerging crime trends.

Creating a New Strategic Plan

The current five-year Community Policing Strategic Plan ends in June and a new plan will be implemented in July 2012. The plan will guide the bureau through challenges over the next five years and assist in prioritizing resources to meet public expectations.

Summary of Budget Decisions

Ongoing Budget Reductions

The following set of decision packages provides a total ongoing General Fund budget reduction of $4,398,824, equivalent to 2.9% of the General Fund current appropriation level, and includes the elimination of 11 non-sworn positions.

Risk Premium Reduction

The Risk Management Division of the Bureau of Internal Business Services manages the City's self-insurance programs and procures commercial insurance for some risks not self-insured. The Police Bureau makes annual payments to the City's general tort liability risk fund in an amount based on actuarial estimates and trailing years' losses associated with the bureau. For FY 2012-13, that payment is reduced by $1,103,077, which is equivalent to 0.72% of the current General Fund appropriation level. This reduction is due to improvements in the bureau's risk management and safety committees, as well as large past losses having dropped from the calculation's look-back period. There will be no direct impact to service.

Printing and Distribution Reduction

The bureau will accelerate the transition toward a more paperless work environment, thereby decreasing the use of printers, copiers, and related paper and printing supplies. The anticipated ongoing savings is $99,000. There will be no direct impact to service.

Janitorial Services Reduction

The Police Bureau will alter the schedule and reduce both the scope and frequency of janitorial, cleaning, and trash removal services in its facilities to achieve an ongoing reduction of $100,000. Common areas will not be impacted and there will be no direct impact to service.

Fleet Management

The bureau has identified ongoing savings of $560,000 by extending the life of certain late-model cars used for undercover operations and by pre-paying a loan that was used in previous fiscal years to convert vehicles from leased to owned. These strategies were developed to avoid any direct impact to service.

Telephone and Voice Mail Reductions

Many of the Police Bureau's members have transitioned to the use of mobile phones as their primary line for conducting City business. The bureau will eliminate landlines and voicemail that are made redundant by the transition. Ongoing savings are estimated to be $115,000. There will be no direct impact to service.

Holiday Pay Staffing Realignment

The bureau will adjust staffing so that nonessential personnel are not scheduled to work on holidays. This will result in savings of $200,000.

Special Event Cost Recovery

A model for realizing full cost recovery on large and small athletic events will be developed and implemented by the Office of Management and Finance. New ongoing revenues of $265,000 are projected and will offset related expenditures of the Police Bureau. The bureau's ongoing General Fund discretionary target has been reduced correspondingly.

Police Identification Technicians

This package proposes $93,197 in additional ongoing revenue to help offset the bureau's cost of providing identification booking services and fingerprint matching in the Multnomah County jail for arrestees from outside of the City. The bureau's ongoing General Fund discretionary target has been reduced accordingly. No formal agreement or mechanism has been put into place to facilitate collection of this revenue as of the adoption of the FY 2012-13 budget. The bureau will report to City Council on the success of creating such an agreement in the budget monitoring process and request any warranted changes to the budget at that time.

OMF Interagency Adjustments

These reductions reflect a decrease of $1,005,257 in interagency costs resulting from decision packages in the Office of Management and Finance. There is also an additional ongoing cut for technology services of $35,597. An offsetting adjustment to the bureau's ongoing General Fund discretionary target was made to balance the decreased costs.

Eliminate One Police Administrative Support Specialist Position in the Training Division

One non-sworn Police Administrative Support Specialist position in the Training Division will be eliminated. This elimination will result in an ongoing budget cut of $66,636. The loss of this position may impact the timeliness of the documentation and reporting of training classes to the Oregon Department of Public Safety Standards and Training as required by Oregon Administrative Rules. The loss of this position will also significantly impact the ability of the Training Division to offer assistance to internal and external customer requests.

Eliminate One Evidence Control Specialist Position in the Property Evidence Division

One non-sworn Evidence Control Specialist in the Property Evidence Division will be eliminated to provide an ongoing budget cut of $77,352. The elimination of this position will result in a reduction in the timely processing of sales of evidence no longer required to be kept.

Eliminate One Police Administrative Support Specialist Position in the Detective Division

One non-sworn Police Administrative Support Specialist position in the Detective Division will be eliminated to provide an ongoing budget cut of $59,136. This elimination will result in a reduction in the timely transcription of reports and will reduce the ability of detectives to follow up on cases.

Eliminate One Police Records Specialist Position in the Records Division

One non-sworn Police Records Specialist position will be eliminated. This will provide an ongoing budget cut of $59,136. The loss of this position will result in a decrease in the timeliness of report processing and data entry for customer service functions such as auto records. Critical functions of the eliminated position will be balanced among remaining staff.

Eliminate One Principal Management Analyst Position in Fiscal Services Division

One non-sworn Principal Management Analyst position will be eliminated resulting in the layoff of an employee. This will provide an ongoing budget cut of $127,770. This position conducts fiscal analyses of operational strategies and also supervises the fleet, facilities, quartermaster, and alarms programs. The elimination of this position will limit the bureau's ability to produce monthly financial reports and projections used by bureau command staff and the Office of Management and Finance to gauge budget performance and status. The bureau's ability to perform accurate and timely budget forecasts and its ability to analyze business operations on a consistent basis and realize cost savings, as a result, will be negatively impacted. Critical functions of the eliminated position will be balanced among remaining staff.

Eliminate Two Accountant I Positions in the Fiscal Services Division

Two non-sworn Accountant I positions will be eliminated, one vacant, one filled, resulting in the layoff of an employee. This will provide an ongoing budget cut of $142,332. The Fiscal Services Division currently has eight Accountant I positions distributed between the Business Operations and the Payroll and Timekeeping Units. The Division currently has four timekeepers assigned to maintain accurate pay, in compliance with the terms of the various labor agreements affecting Police Bureau employees. This reduction will require the Fiscal Services Division to rebalance the remaining Accountant I staff to absorb critical functions to meet work demands.

Eliminate One Police Administrative Support Specialist Position in the Fiscal Services Division

One non-sworn Police Administrative Support Specialist position will be eliminated. This will result in an ongoing budget cut of $59,136. Functions of analyses in maintaining inventory lists of vehicles and equipment will no longer be performed. Facilities and Communications backup support in issuing electronic access control cards, processing work orders, and assisting with cell phone and radio assignments will be limited. Backup support to the Quartermaster in issuing equipment, uniforms, and supplies will be limited. Providing support to the Internal Affairs unit of the Professional Standards Division, doing initial research, and setting up case files for the City Attorney's office will be negatively impacted. Clerical support for the Fiscal Services and Information Technology Divisions will not occur. Only the most critical functions currently assigned to this position will be reassigned to remaining staff.

Eliminate One Police Internal Affairs Investigator Position in Professional Standards Division

One non-sworn Police Internal Affairs Investigator position will be eliminated from the Internal Affairs Unit of the Professional Standards Division resulting in the layoff of an employee. This will provide an ongoing budget cut of $83,112. The bureau anticipates that it will be able to manage the volume of investigations, policy reviews, and analyses of incidents investigated by Internal Affairs and service levels will not be impacted.

Eliminate One Police Crime Analyst Position in the Strategic Services Division

One non-sworn Police Crime Analyst position will be eliminated from the Strategic Services Division resulting in the layoff of an employee. This will provide an ongoing budget cut of $86,658. The bureau anticipates a reduced capacity to compile, maintain, analyze, and integrate crime and other related statistical data and information. The ability of the division to aid in determining crime patterns and trends of groups and individuals and assisting in planning will be reduced.

Eliminate One Police Desk Clerk Position from the Precincts

One non-sworn Police Desk Clerk position will be eliminated from the precincts resulting in the layoff of an employee. This will provide an ongoing budget cut of $60,468. Police Desk Clerks typically supply a variety of support to officers on the street and in a precinct by accessing and providing information as needed, as well as providing reception services for the precinct. The most essential duties of the eliminated position will be spread among remaining staff. There may be a service impact in the timeliness and availability of support to sworn officers as well as public contact at the precincts.

One-time Budget Reductions

The following decision packages provide one-time General Fund budget reductions of $287,180, equivalent to 0.2% of the General Fund current appropriation level.

Sworn Vacancy Savings

The FY 2012-13 Adopted Budget includes a one-time cut to the bureau's ongoing General Fund discretionary target of $244,144 in anticipation of salary savings from sworn officer position vacancies. The bureau plans to recruit and hire up to 50 police officers in FY 2012-13. This will not be enough to keep up with the number of current vacancies plus those anticipated from retirement and resignation. The Police Bureau will maintain those sworn positions and retain the authority to hire into those that are vacant. The bureau will report to City Council on the anticipated success of achieving those savings in the budget monitoring process and request any warranted changes to the budget at that time.

Non-Represented Merit Freeze

The package reflects a decrease of $43,036 in personal services resulting from a freeze on merit increases in FY 2012-13 for non-represented employees making more than $45,000 per year. In addition, non-represented employees will forgo FY 2012-13 cost of living increases for 11 months (reflected in a lower Compensation Set Aside Ongoing Special Appropriation). A one-time reduction to the bureau's General Fund discretionary target of $43,036 has been included in this budget.

Ongoing Budget Addition

The Red Light Camera Program provides automated enforcement of traffic control at intersections in Portland that have demonstrated a high incidence of traffic accidents. The Transportation Operating Fund has borne a portion of the expense of this program through FY 2011-12. The FY 2012-13 Budget includes an ongoing increase in the bureau's General Fund appropriation of $300,000, reflecting the portion of program revenues previously directed to the General Fund. The Transportation Operating Fund will no longer be impacted by the Red Light Camera Program.

One-time Budget Additions for Unfunded, Ongoing Programs

The FY 2012-13 Adopted Budget provides the following unfunded, ongoing programs with one-time General Fund appropriations of $2,121,528, a 33% reduction from the FY 2011-12 funding level. This is supplemented by an additional $300,000 from State Asset Forfeiture proceeds. City Council has directed the bureau to work with community partners to identify additional funding sources to allow certain programs to continue to operate at the FY 2011-12 service level. The bureau will report to City Council on the progress of securing additional funding in the fall budget monitoring process.

Service Coordination Team

The Service Coordination Team (SCT) is a multi-agency initiative to increase neighborhood livability and reduce crime by sending chronic, lower-level criminal offenders to jail, and to help offenders obtain housing, drug and alcohol treatment, and mental health care. Recidivism has been reduced by 36% among program participants. This package provides $1,268,345 in one-time resources for continuation of the SCT, $300,000 of it funded with state civil asset forfeiture resources. This constitutes a reduction in funding from the prior year of $629,290. City Council has directed the bureau to work with community partners to identify funding for the last quarter of the fiscal year. The bureau will report to City Council on the success of creating such an agreement in the Fall Budget Monitoring Process and request any warranted changes to the budget at that time. The package also extends the bureau's limited-term Program Coordinator position through June 30, 2013.

Central City Concern Hooper Inebriate Emergency Response Service (CHIERS) and Sobering Station

Central City Concern operates the Hooper Detoxification Center's Sobering Station and Hooper's CHIERS roving response van. These programs improve public safety and keep Portland's vulnerable populations safe. This package provides one-time funding of $742,754 for both programs in FY 2012-13. This represents a reduction of $318,323 from the FY 2011-12 funding level. The sobering station will be supported at its current level for one year; CHIERS will be supported for a portion of the year. Council will work on finding funding for CHIERS for the remainder of the fiscal year.

Independent Police Review Ordinance Implementation

City Council clarified the investigatory powers and complaint handling procedures of the Office of Independent Police Review with the passage of Ordinance No. 183657 on March 31, 2010. The ordinance requires the bureau to hire outside facilitators for the Police Review Board hearings and this $50,000 package continues one-time funding to support the bureau's implementation of the ordinance.

Crisis Intervention Mobile Response Unit

This package provides continued one-time funding of $105,984 for a qualified mental health professional clinician to ride with a uniformed police officer in a patrol car to provide on-scene mental health assessment and evaluation and provide linkage to social service resources. The uniform officer and clinician team keep detailed data that will help the Portland Police Bureau examine the benefits of co-locating additional clinicians with patrol officers in their police vehicles.

Illegal Drug Impact Area

City Council passed Resolution No. 36858 to support the addition of a Deputy District Attorney and re-establishment of the Walking Beat Program for arrest and prosecution of drug crimes in Illegal Drug Impact Areas. This package continues $129,445 in one-time funding for a Deputy District Attorney. These resources allow for the prosecution and treatment of drug offenders in identified Illegal Drug Impact Areas, areas of high drug activity.

Prostitution Coordination Team

The Prostitution Coordination Team's mission is to reduce street-level prostitution within the City of Portland. The project is a coordinated effort involving the Multnomah County District Attorney and a service provider that provides counseling and treatment programs to prostitutes and monitors compliance with the program. This package provides $125,000 in one-time funding to cover salary and benefits costs for a Deputy District Attorney, consistent with FY 2011-12 funding levels.

Budget Notes

Police Overtime Funding

Contingency overtime funding for Occupy Portland or election-related expenses has not been included in the Police Bureau FY 2012-13 Budget. The bureau is expected to come back to Council with an estimate of election-related costs by September 30 so that Council can establish a funding plan if necessary.

Sobering Station & CHIERS

Funding in the FY 2012-13 Budget currently dedicated to the Sobering Station and CHIERS will be used to functionally keep the sobering station activities open at their current levels for a period of one year and CHIERS for a period of four to six months. Council will work on finding funding for and accessing services provided by CHIERS for the remainder of the fiscal year.

Service Coordination Team

The FY 2012-13 Budget includes full funding for the Service Coordination Team for eight months. The Portland Police Bureau and the Office of Management and Finance are directed to work with the City's community partners to identify the balance of funding needed to keep the program fully operational for the entire fiscal year, and return to Council in the FY 2012-13 Fall Budget Monitoring Process with funding options.

Restructuring of Operational Zones

Council directs bureaus with operational zones in the City, including the Police Bureau, Fire & Rescue, Parks & Recreation, Bureau of Transportation, and the Office of Neighborhood Involvement, to review the borders of those zones and collaborate with the Bureau of Planning and Sustainability on aligning those boundaries where appropriate.

Emergency Response & Problem Solving

Description

Responding to crimes and initiating problem-solving activities to prevent and reduce crime remain the key activities of the Portland Police Bureau. These efforts are designed not only to reduce the overall incidence of crime, but also to reduce the fear of crime in the community and to promote a sense of neighborhood and personal safety.

The Emergency Response & Problem Solving program is the Police Bureau's largest program, and includes patrol, emergency management, and specialized tactical units such as the Explosives Disposal Unit and the Special Emergency Reaction Team. Organizationally, the program includes the precincts, Youth Services Division and portions of both the Tactical Operations Division and the Strategic Services Division.

Goals

This program supports the City goal to ensure a safe and peaceful community and the bureau goal to focus efforts on repeat calls for service and chronic offenders.

Performance

The percent of residents who feel safe alone in their neighborhoods at night, an indicator of the community's perception of crime levels, has remained at 60% since FY 2008-09.

The Police Bureau strives to respond to high priority incidents within five minutes. Average response time was four minutes and fifty-three seconds in FY 2009-10 and in FY 2010-11 it was four minutes and fifty-five seconds.

Changes to Services and Activities

A non-sworn Police Desk Clerk position will be eliminated for precinct support staff.

One-time funding of $105,984 was continued in the FY 2012-13 Budget to fund a mobile crisis intervention unit as part of the Crisis Intervention Mobile Response Program. It provides a qualified mental health professional clinician to ride with a uniformed police officer in a patrol car to provide on-scene mental health assessment and evaluation, provide linkage to social service resources, and collect and provide specific data.

The Service Coordination Team , is an initiative designed to increase neighborhood livability and reduce crime by sending lower-level criminal offenders to jail, and to help offenders obtain housing, drug and alcohol treatment, and mental health care. The FY 2012-13 Budget provides $1,268,346 in one-time resources to the Service Coordination Team, a $629,290 reduction from the prior fiscal year. The limited-term program coordinator position is extended for the year.

Central City Concern operates the Hooper Detoxification Center's Sobering Station and Hooper's CHIERS roving response van. These programs improve public safety and keep Portland's vulnerable safe. The FY 2012-13 Budget provides one-time funding of $742,754 for both programs in FY 2012-13. This is $318,323 less than was provided in FY 2011-12.

The current budget provides one-time funding of $129,445 to reimburse the Multnomah County District Attorney's Office for a Deputy District Attorney to continue the Illegal Drug Impact Areas Program for the arrests and prosecution of drug crimes.

The Prostitution Coordination Team's mission is to reduce street-level prostitution within the City of Portland by funding a Multnomah County District Attorney and a social services provider that offers counseling and treatment programs to prostitutes and monitors compliance with the program. The FY 2012-13 Budget continues one-time funding of $125,000 for the salary and benefits costs of a Deputy District Attorney.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	439.47	573.90	570.90	568.90	566.90
Expenditures					
Emergency Response & Problem Solving	50,848,697	66,793,272	65,441,382	57,457,316	60,045,528
Total Expenditures	**50,848,697**	**66,793,272**	**65,441,382**	**57,457,316**	**60,045,528**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Effectiveness					
Part 1 (Major) Crimes	31,576	31,565	31,000	31,000	31,000
Part 2 Crimes	33,343	32,431	33,000	33,000	33,000
Part 1 Person Crimes per 1,000 Residents	5.00	5.00	5.00	5.00	5.00
Part 1 Property Crimes per 1,000 Residents	49	49	49	49	49
Total Part 1 Crimes per 1,000 Residents	54	54	54	54	54
Percent of Residents who Feel Safe Walking Alone in Their Neighborhood at Night	60%	60%	60%	60%	60%
Efficiency					
Average Travel Time to High Priority Calls, Minutes	4.88	4.93	5.00	5.00	5.00
Workload					
Incidents Dispatched	189,390	197,178	192,000	192,000	192,000
Officer-Initiated Calls for Service	208,001	214,982	209,000	209,000	209,000
Telephone Reports	45,402	31,862	45,000	45,000	45,000
Dispatched Calls per Officer	343	358	340	340	340

Investigations

Description

Investigating major crimes and apprehending criminals are the primary activities of the Investigations program. Solving crimes can promote a sense of community safety and information gained in investigations is used to prevent future crimes.

Organizationally, this program involves the Detective Division, the Criminal Intelligence Unit, the Property and Evidence Division, and the Forensic Evidence Division.

Goals

This program supports the City goal to ensure a safe and peaceful community and the bureau goal to focus efforts on chronic offenders and repeat calls for service.

Performance

The primary measure of performance in the Investigations program is the case clearance rate. Both the person and property crime clearance rates decreased slightly in FY 2010-11, to approximately 41% and 14% respectively.

Changes to Services and Activities

In FY 2012-13, the bureau will eliminate one non-sworn Police Administrative Support Specialist in the Detective Division and one Evidence Control Specialist in the Property Evidence Division.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	182.00	189.00	188.00	189.25	190.25
Expenditures					
Investigations	20,830,994	21,003,679	22,645,578	20,586,783	21,861,358
Total Expenditures	**20,830,994**	**21,003,679**	**22,645,578**	**20,586,783**	**21,861,358**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Effectiveness					
Percent of Person Crimes Cleared	43%	41%	43%	43%	43%
Percent of Property Crimes Cleared	17%	14%	17%	17%	17%

Cycle of Violence Reduction

Description

This program both reduces crime and improves neighborhood safety and livability by targeting chronic crimes that involve drugs and gangs and begin a cycle of violence in the home.

Organizationally, this program includes the Drug and Vice Division, the Family Services Division, the Gang Enforcement Team, and the Gun Task Force.

Goals

This program supports the City goal to ensure a safe and peaceful community and the bureau goal to focus efforts on chronic offenders and repeat calls for service.

Performance

Currently, the performance measure for this program is the number of unique addresses in the city that generate drug house complaints. In FY 2009-10, a total of 547 addresses that generated complaints. In FY 2010-11, 552 addresses generated complaints.

Changes to Services and Activities

There are no significant changes to this program for FY 2012-13.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	118.83	117.00	114.92	111.67	112.33
Expenditures					
Cycle of Violence Reduction	13,791,598	14,397,686	16,717,108	12,789,856	14,058,838
Total Expenditures	**13,791,598**	**14,397,686**	**16,717,108**	**12,789,856**	**14,058,838**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Effectiveness					
Addresses Generating Drug House Complaints	547	552	540	540	540

Neighborhood Safety

Description

Neighborhood problem solving, a joint commitment of residents and neighborhood police officers, is a major principle of community policing. Precincts assign officers to work with residents on neighborhood problems in a specific geographic area and also assign Neighborhood Response Team officers to work with neighborhood and business associations on broader strategies and chronic problems in their specific areas of the City.

Organizationally, this program includes the Home Security Locks, the precinct Neighborhood Response Teams, and the Alarm Administration Unit.

Goals

This program supports the City goals to ensure a safe and peaceful community and to improve the quality of life in neighborhoods. The program supports the bureau goals to focus efforts on chronic offenders and repeat calls for service.

Performance

One of the most important elements of neighborhood safety is a low burglary rate for homes and businesses. The burglary victimization rate has remained stable at 4% from FY 2009-10 to FY 2010-11. The Police Bureau focuses on burglary prevention by installing free home locks for senior citizens, responding to privately installed alarms, and working with residents to mitigate design risk factors such as poor exterior lighting.

Changes to Services and Activities

There are no significant changes to this program for FY 2012-13.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	192.00	46.00	53.00	56.00	56.00
Expenditures					
Neighborhood Safety	23,637,426	5,402,930	5,027,295	5,296,750	5,438,617
Total Expenditures	**23,637,426**	**5,402,930**	**5,027,295**	**5,296,750**	**5,438,617**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Effectiveness					
Burglary Victimization Rate	4%	4%	4%	4%	4%

Traffic Safety

Description

This program addresses neighborhood and business district concerns about traffic safety for vehicles, bicycles, and pedestrians, and supports efforts to reduce traffic collisions. The program is also charged with ensuring the safety of people using the City's public transit system.

Organizationally, this program includes the Transit Police and the Traffic Division.

Goals

This program supports the City goals to ensure a safe and peaceful community and to improve the quality of life in neighborhoods. The program supports the bureau goals to focus efforts on chronic offenders and repeat calls for service.

Performance

The critical performance indicator for this program is the number of traffic collision calls for service per 1,000 residents. From FY 2002-03 to FY 2009-10 traffic collisions per 1,000 residents declined each year to a low of 23 calls. In FY 2010-11, this number ticked up slightly to 25.

Changes to Services and Activities

Along with ODOT, the bureau is researching the feasibility of re-entering into an agreement to assist with motor carrier truck safety inspections, which was eliminated two years ago.

The Red Light Camera Program provides automated enforcement of traffic control at intersections in Portland that have demonstrated a high incidence of traffic accidents. The FY 2012-13 Budget includes an ongoing increase in the General Fund appropriation of $300,000 so that the bureau receives all revenues this program generates. The Transportation Fund will no longer be impacted by the Red Light Camera Program.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	80.00	80.00	80.00	81.00	81.00
Expenditures					
Traffic Safety	15,861,463	11,123,680	11,897,481	10,194,966	11,310,621
Total Expenditures	**15,861,463**	**11,123,680**	**11,897,481**	**10,194,966**	**11,310,621**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Workload					
Traffic Collision Calls for Service per 1,000 Residents	23	25	23	23	23

Citizen Partnership

Description

This program fosters a partnership between the police and the public, a major principle of community policing. The program undertakes activities created specifically to bring police and residents together to work cooperatively on issues of broad community interest.

Organizationally, this program involves the Sunshine Division, Police Reserves, the Police Activities League, and the Crisis Response Team.

Goals

This program supports the City goal to ensure a safe and peaceful community and the bureau goal to enhance the community and police partnership.

Changes to Services and Activities

There are no significant changes to this program for FY 2012-13.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	4.00	3.00	3.00	2.25	2.25
Expenditures					
Citizen Partnership	1,565,337	383,907	641,393	248,635	242,126
Total Expenditures	**1,565,337**	**383,907**	**641,393**	**248,635**	**242,126**

Communications

Description The Communications program provides centralized media and public communication, as well as internal employee communications. Organizationally this program consists of the Public Information Office and the Communications Unit.

Goals The program supports the City goal to ensure a safe and peaceful community and the bureau goal to enhance the community and police partnership.

Performance The percent of residents in a citywide survey who said their interactions with police are excellent or good was 60% in FY 2010-11.

Changes to Services and Activities There were no changes in this program in FY 2012-13.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	5.83	4.00	3.00	3.00	3.00
Expenditures					
Communications	534,228	523,625	454,981	366,462	368,321
Total Expenditures	**534,228**	**523,625**	**454,981**	**366,462**	**368,321**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Effectiveness					
Citizens Rating Service as Good or Better	71%	60%	71%	71%	71%

Human Resources Development

Description

This program is responsible for hiring and training bureau personnel, overseeing job performance evaluations, and managing the promotion process. Program activities are focused on encouraging a diverse workforce committed to the community policing mission and the goals of the bureau. Organizationally this program includes the Personnel and Training Divisions.

Goals

This program supports the City goal to ensure a safe and peaceful community and the bureau goal to develop and encourage personnel.

Performance

The Personnel Division has recently streamlined the recruitment and hiring process for police officers and increased recruiting visits to locations both inside and outside the state. These efforts increased the pool of qualified candidates and led to a diversity rate of 41% for the 51 new hires in calendar year 2011. The bureau's goal is to have a minimum 30% diversity rate in all new hire groups.

Changes to Services and Activities

There are no significant changes in FY 2012-13.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	74.10	74.00	61.00	61.00	62.00
Expenditures					
Human Resources Development	8,304,135	7,955,419	10,116,976	11,233,714	15,840,254
Total Expenditures	**8,304,135**	**7,955,419**	**10,116,976**	**11,233,714**	**15,840,254**

Data Access

Description

This program provides access to information about reported crimes, which is the foundation of crime analysis and problem-solving efforts of officers. Officers need access to information in the field that is reliable, timely, and comprehensive. Organizationally, this program includes the Police Records Division and the Information Technology Division.

Goals

This program supports the City goal to ensure a safe and peaceful community and the bureau goal to develop and encourage personnel.

Performance

The City's Public Safety System Revitalization Project (PSSRP) is now in the process of developing a replacement for the Portland Police Data System. The new system will be known as the Regional Justice Information Network, or RegJIN. The RFP for the project was rewritten and submitted for review in February 2012.

Changes to Services and Activities

The bureau will eliminate one non-sworn Police Records Specialist position in the Records Division in FY 2012-13.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	78.75	77.00	76.92	72.67	74.00
Expenditures					
Data Access	11,677,759	12,263,532	13,447,482	13,042,223	13,022,794
Total Expenditures	**11,677,759**	**12,263,532**	**13,447,482**	**13,042,223**	**13,022,794**

Employee Performance

Description

This program focuses on bureau accountability by investigating, collecting, analyzing, and sharing performance data information. The program's primary objective is to improve employee performance and, in turn, overall bureau performance. Organizationally, this program includes the Professional Standards Division.

Goals

This program supports the City goals to ensure a safe and peaceful community and to deliver efficient, effective, and accountable municipal services. The program supports the bureau goal to develop and encourage personnel.

Changes to Services and Activities

The FY 2012-13 Budget continues one-time funds of $50,000 to support implementation of the Independent Police Review Ordinance (Ordinance 183657), which pays for the required outside facilitator. A grant-funded, limited-term Police Lieutenant position in Professional Standards Division will investigate and analyze all uses of force.

The FY 2012-13 Budget eliminates funding for a non-sworn Police Internal Affairs Investigator position for FY 2012-13.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	19.00	18.00	17.67	17.33	16.00
Expenditures					
Employee Performance	2,061,494	1,723,075	2,062,406	2,026,754	1,930,215
Total Expenditures	**2,061,494**	**1,723,075**	**2,062,406**	**2,026,754**	**1,930,215**

Strategy & Finance

Description

This program oversees internal systems for managing funds and people, and ensures the Police Bureau's budget, strategic plans, policies, and procedures reflect community priorities. Organizationally this program includes the Chief's Office, the Strategic Services Division, and the Fiscal Services Division.

Goals

This program supports the City goals to ensure a safe and peaceful community and to deliver efficient, effective, and accountable municipal services. The program supports the bureau goal to continuously improve work processes.

Changes to Services and Activities

In FY 2012-13, the bureau will eliminate two Accountant I positions, one Principal Management Analyst position, one non-sworn Police Administrative Support Specialist position in the Fiscal Services Division, and one non-sworn Police Crime Analyst position in the Strategic Services Division.

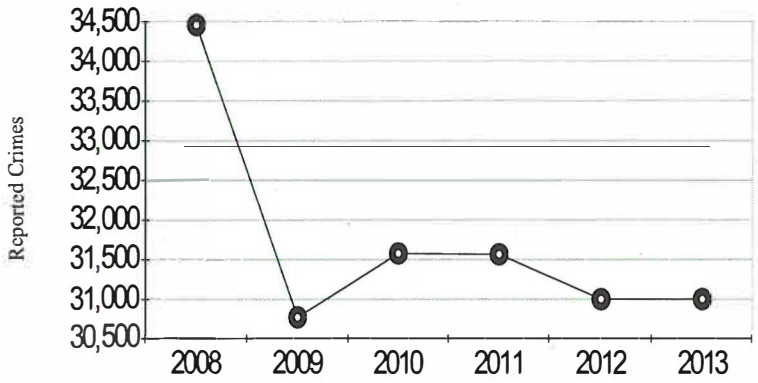
The City will also institute a non-represented employee merit pay freeze for all employees making more than $45,000 per year and withhold the cost of living increase for 11 months.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	58.90	57.00	56.00	48.00	48.00
Expenditures					
Strategy & Finance	15,350,823	17,944,430	28,877,151	32,745,933	21,851,156
Total Expenditures	**15,350,823**	**17,944,430**	**28,877,151**	**32,745,933**	**21,851,156**

Performance Measures

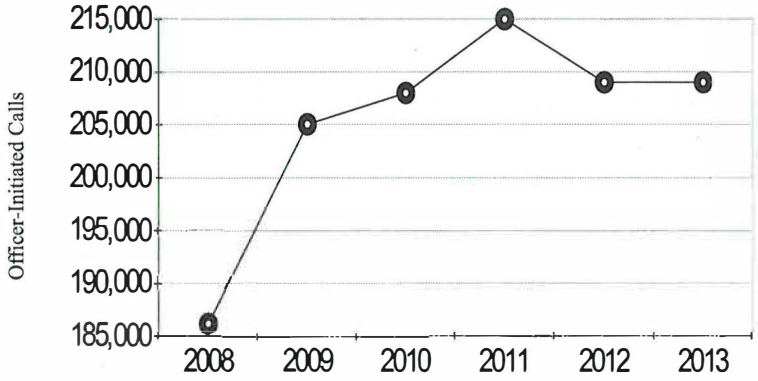
Part 1 (Major) Crimes

Part 1 crimes have decreased steadily since FY 2004-05. Both person and property crimes are expected to remain at these lower levels in FY 2011-12 and into FY 2012-13.



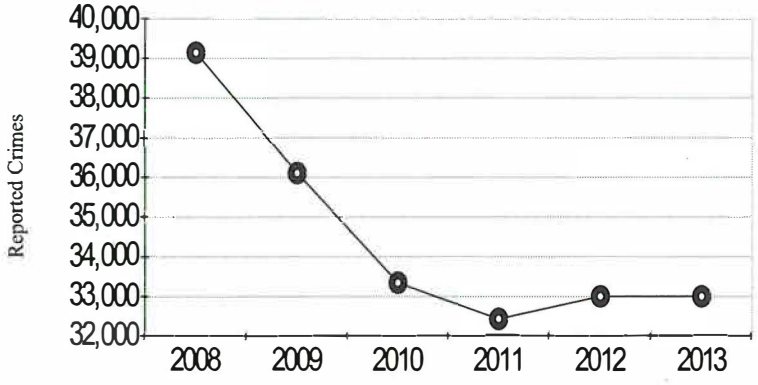
Officer-Initiated Calls for Service

Self-initiated calls decreased in FY 2007-08 but increased in FY 2008-09.The crime rate has dropped, allowing the bureau to take a more problem solving approach through officer-initiated calls for service.



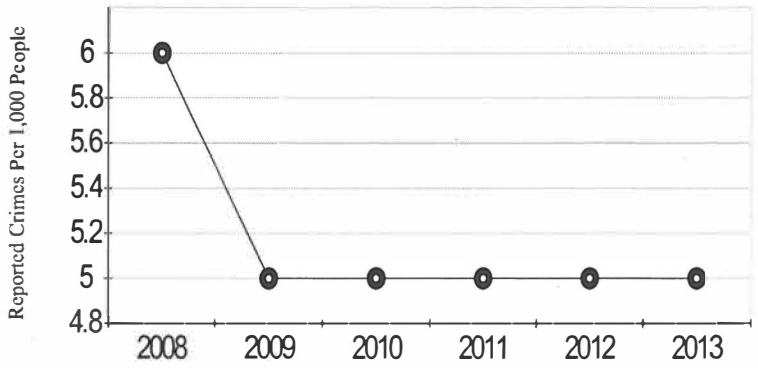
Part 2 Crimes

Part 2 crimes, which are less serious than Part 1 crimes, dropped significantly in FY 2006-07 and FY 2007-08 as the City committed resources to fighting livability crimes. The Police Bureau is working to maintain the lower crime rate in FY 2012-13.



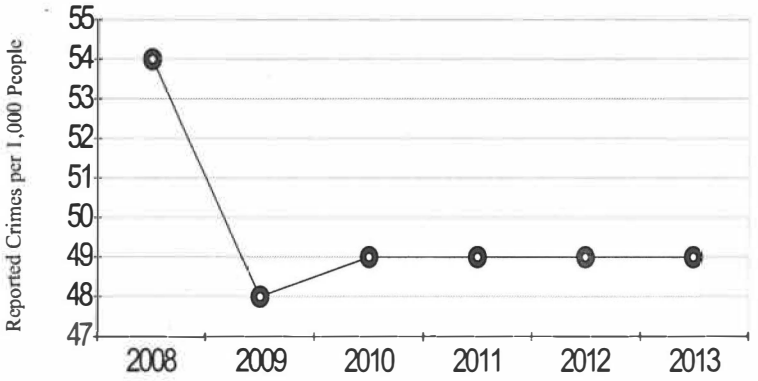
Part 1 Person Crimes per 1,000 Residents

Major person crimes fell to 5.0 in FY 2008-09 and the Bureau expects to maintain this rate in FY 2012-13.



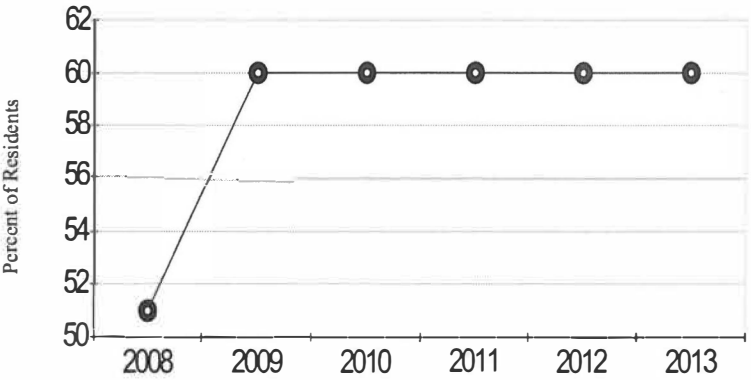
Part 1 Property Crimes per 1,000 Residents

Major property crimes per 1,000 residents dropped 14% in FY 2006-07, 8% in FY 2007-08, and another 11% in FY 2008-09 before rising slightly in FY 2009-10. Property crimes are expected to remain at this level through FY 2012-13.



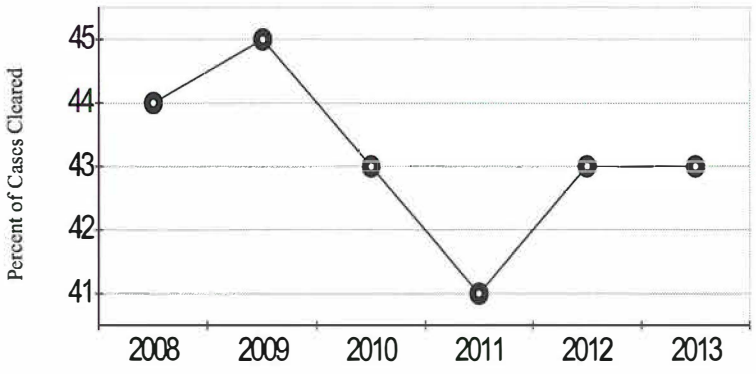
Residents Who Feel Safe in Neighborhood at Night

Since 2007 a majority of residents have consistently felt safe alone in their neighborhood at night. The Police Bureau expects this trend to continue in FY 2012-13 due to the decrease in crime rates.



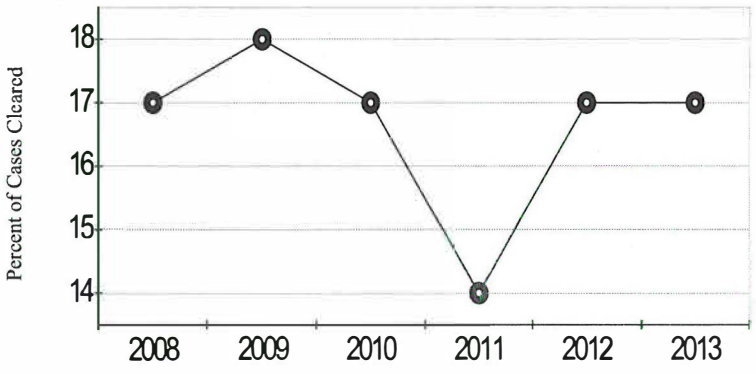
Percent of Person Crimes Cleared

The percent of person crimes solved or otherwise cleared increased to 45% in FY 2008-09 and fell to 43% in FY 2009-10. The Police Bureau continues to make improvements to investigation processes. The clearance rate for person crimes is expected to remain at this rate in FY 2012-13.



Percent of Property Crimes Cleared

The percent of property crimes solved or otherwise cleared increased in FY 2007-08 and again in FY 2008-09 before falling to 17% in FY 2009-10. The Police Bureau expects to maintain this rate into FY 2012-13.



	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
Resources					
External Revenues					
Licenses & Permits	1,858,921	1,489,236	1,781,000	1,831,000	1,831,000
Charges for Services	2,058,825	1,689,836	742,192	1,390,192	1,390,192
Intergovernmental	13,396,604	9,871,724	10,808,798	7,597,515	7,304,432
Miscellaneous	1,235,517	1,113,493	779,936	793,560	793,560
Total External Revenues	**18,549,868**	**14,164,289**	**14,111,926**	**11,612,267**	**11,319,184**
Internal Revenues					
General Fund Discretionary	144,286,769	142,722,474	158,302,448	150,379,287	150,602,827
Fund Transfers - Revenue	165,746	149,171	0	300,000	300,000
Interagency Revenue	1,995,553	2,187,039	3,561,091	3,404,728	3,404,728
Total Internal Revenues	**146,448,068**	**145,058,684**	**161,863,539**	**154,084,015**	**154,307,555**
Beginning Fund Balance	(1,437,429)	(902,236)	1,395,759	1,455,000	1,455,000
Total Resources	**$163,560,508**	**$158,320,737**	**$177,371,224**	**$167,151,282**	**$167,081,739**
Requirements					
Bureau Expenditures					
Personnel Services	120,197,785	118,845,992	131,368,729	130,116,266	128,663,634
External Materials and Services	15,725,588	10,599,288	14,336,427	7,424,158	8,783,955
Internal Materials and Services	28,528,569	29,309,243	30,651,460	28,498,947	28,422,947
Capital Outlay	10,801	759,599	1,009,617	0	99,292
Total Bureau Expenditures	**164,462,744**	**159,514,122**	**177,366,233**	**166,039,371**	**165,969,828**
Fund Expenditures					
Contingency	0	0	0	800,486	800,486
Fund Transfers - Expense	0	1,686	4,991	311,425	311,425
Total Fund Expenditures	**0**	**1,686**	**4,991**	**1,111,911**	**1,111,911**
Ending Fund Balance	(902,236)	(1,195,071)	0	0	0
Total Requirements	**$163,560,508**	**$158,320,737**	**$177,371,224**	**$167,151,282**	**$167,081,739**
Programs					
Administration & Support	(1,547)	(1,113)	0	49,979	0
Citizen Partnership	1,565,337	383,907	641,393	248,635	242,126
Communications	534,228	523,625	454,981	366,462	368,321
Cycle of Violence Reduction	13,791,598	14,397,686	16,717,108	12,789,856	14,058,838
Data Access	11,677,759	12,263,532	13,447,482	13,042,223	13,022,794
Duplicating	334	0	0	0	0
Emergency Management	0	0	37,000	0	0
Emergency Response & Problem Solving	50,848,697	66,793,272	65,441,382	57,457,316	60,045,528
Employee Performance	2,061,494	1,723,075	2,062,406	2,026,754	1,930,215
Human Resources Development	8,304,135	7,955,419	10,116,976	11,233,714	15,840,254
Investigations	20,830,994	21,003,679	22,645,578	20,586,783	21,861,358
Neighborhood Safety	23,637,426	5,402,930	5,027,295	5,296,750	5,438,617
Strategy & Finance	15,350,823	17,944,430	28,877,151	32,745,933	21,851,156
Traffic Safety	15,861,463	11,123,680	11,897,481	10,194,966	11,310,621
Total Programs	**164,462,744**	**$159,514,122**	**$177,366,233**	**$166,039,371**	**$165,969,828**

		Salary Range		Revised FY 2011-12		Proposed FY 2012-13		Adopted FY 2012-13	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000062	Accountant I	38,064	53,123	8.00	406,080	6.00	314,271	6.00	314,271
30000063	Accountant II	49,754	60,798	1.00	60,804	1.00	60,804	1.00	60,804
30000434	Administrative Assistant	45,074	69,451	5.00	326,196	3.00	226,260	5.00	334,644
30000433	Administrative Specialist, Sr	41,974	64,626	6.00	295,825	6.00	305,213	6.00	305,213
30000436	Administrative Supervisor I	54,725	72,925	2.00	127,644	2.00	127,644	2.00	127,644
30000437	Administrative Supervisor II	57,450	76,586	2.00	134,225	2.00	136,596	2.00	136,596
30000771	Alarm Program Coord	57,450	76,586	1.00	76,584	1.00	76,584	1.00	76,584
30000096	Auto Servicer	38,438	47,112	4.00	179,772	4.00	179,772	4.00	179,772
30000441	Business Operations Manager	75,109	100,048	1.00	94,626	1.00	98,204	1.00	98,204
30000442	Business Operations Manager, Sr	93,288	130,291	1.00	123,808	1.00	128,210	1.00	128,210
30000449	Business Systems Analyst, Sr	63,378	84,635	1.00	63,384	1.00	63,384	1.00	63,384
30000478	Claims Analyst, Sr	60,341	80,475	1.00	80,472	1.00	80,472	1.00	80,472
30000492	Community Outreach & Informtn Rep	54,725	72,925	1.00	66,852	1.00	68,676	1.00	68,676
30000494	Community Outreach & Invlvmt Program Mgr	63,378	84,635	1.00	84,515	1.00	84,636	1.00	84,636
30000777	Crime Analyst	60,341	80,475	5.00	370,624	5.00	377,515	4.00	317,179
30000309	Crime Prevention Program Administrator	44,346	57,741	2.00	102,096	2.00	102,096	2.00	102,096
30000017	Customer Accounts Specialist I	33,800	47,320	1.00	47,316	1.00	47,316	1.00	47,316
30000079	Equestrian Trainer	40,352	49,462	1.00	49,464	1.00	49,464	1.00	49,464
30000050	Evidence Control Specialist	43,139	52,728	9.00	462,818	9.00	473,304	8.00	420,576
30000051	Evidence Control Specialist, Lead	48,714	60,570	1.00	60,576	1.00	60,576	1.00	60,576
30000566	Financial Analyst, Assistant	45,074	69,451	1.00	69,456	1.00	69,456	1.00	69,456
30000769	Home Security Specialist	34,154	48,880	1.00	51,804	1.00	51,804	1.00	51,804
30000770	Home Security Specialist, Sr	36,483	56,160	1.00	56,160	1.00	56,160	1.00	56,160
30000451	Management Analyst	57,450	76,586	4.00	285,924	4.00	290,235	5.00	366,819
30000453	Management Analyst, Principal	75,109	100,048	1.00	94,626	0.00	4,220	0.00	4,220
30000450	Management Assistant	45,074	69,451	4.00	241,248	4.00	242,808	4.00	242,808
30000025	Police Administrative Support Spec, Sr	40,310	51,896	16.00	782,044	16.00	801,074	16.00	801,074
30000024	Police Administrative Support Specialist	31,512	43,950	30.00	1,261,992	25.00	1,069,574	27.00	1,151,366
30000300	Police Captain	116,605	121,888	13.00	1,622,076	13.00	1,642,753	13.00	1,642,753
30000431	Police Chief	129,834	186,056	1.00	180,166	1.00	187,480	1.00	187,480
30000784	Police Chief, Assistant	102,648	146,952	2.00	306,619	2.00	311,544	2.00	311,544
30000301	Police Commander	131,040	131,040	5.00	682,065	5.00	684,036	5.00	684,036
30000307	Police Criminalist	75,254	85,051	17.00	1,447,604	17.00	1,456,561	17.00	1,456,561
30000778	Police Data Research Supervisor	63,378	84,635	1.00	84,636	1.00	84,636	1.00	84,636
30000022	Police Desk Clerk	28,142	38,917	11.00	425,544	11.00	427,865	10.00	388,949
30000302	Police Detective	75,254	85,051	93.00	7,971,871	93.00	8,028,469	93.00	8,028,469
30000833	Police Evidence & Property Mgr	66,602	89,107	1.00	77,856	1.00	81,048	1.00	81,048
30000837	Police Evidence Control Supervisor	54,725	72,925	2.00	145,278	2.00	145,848	2.00	145,848
30000772	Police ID Technologies Coordinator	63,378	84,635	1.00	84,636	1.00	84,636	1.00	84,636
30000304	Police Identification Technician	52,146	66,602	17.00	1,114,512	17.00	1,117,212	17.00	1,117,212
30000305	Police Identification Technician, Lead	56,701	72,446	3.00	217,332	3.00	217,332	3.00	217,332
30000775	Police Internal Affairs Investigator	57,450	76,586	6.00	438,996	6.00	442,431	5.00	384,975
30000310	Police Investigative Accountant	75,483	85,301	1.00	85,296	1.00	85,296	1.00	85,296
30000299	Police Lieutenant	101,400	105,997	29.00	3,140,512	29.00	3,163,775	29.00	3,163,775
30000297	Police Officer	45,136	73,965	699.00	49,861,606	699.00	50,548,815	699.00	50,548,815
30000306	Police Photographic Reproduction Spec	60,382	72,446	2.00	144,888	2.00	144,888	2.00	144,888
30000774	Police Program Specialist, Sr	60,341	80,475	1.00	80,472	1.00	80,472	1.00	80,472
30000020	Police Records Specialist	31,512	43,950	53.00	2,279,292	51.00	2,223,794	52.00	2,261,630
30000779	Police Records Supervisor	57,450	76,586	3.00	219,066	3.00	221,770	2.00	145,186
30000021	Police Records Training Coordinator	40,310	51,896	9.00	461,680	9.00	464,108	9.00	464,108

Class	Title	Salary Range Minimum	Salary Range Maximum	Revised FY 2011-12 No.	Revised FY 2011-12 Amount	Proposed FY 2012-13 No.	Proposed FY 2012-13 Amount	Adopted FY 2012-13 No.	Adopted FY 2012-13 Amount
30000298	Police Sergeant	75,254	85,051	119.00	10,266,417	119.00	10,359,521	119.00	10,359,521
30001483	Police Services, Director of	93,288	146,952	1.00	146,952	1.00	146,952	1.00	146,952
30000464	Program Coordinator	60,341	80,475	1.00	80,880	1.00	83,898	1.00	83,898
30000463	Program Specialist	54,725	72,925	1.00	67,332	1.00	70,088	1.00	70,088
30000495	Public Information Officer	63,378	84,635	1.00	84,636	1.00	84,636	1.00	84,636
30000083	Stable Attendant	38,438	47,112	1.00	47,112	1.00	47,112	1.00	47,112
30000531	Training & Development Analyst	57,450	76,586	2.00	153,168	2.00	153,168	2.00	153,168
30000518	Video Production Specialist	54,725	72,925	1.00	72,924	1.00	72,924	1.00	72,924
TOTAL FULL-TIME POSITIONS				1,209.00	88,048,359	1,197.00	88,509,396	1,198.00	88,527,972
30000083	Stable Attendant	38,438	47,112	0.90	42,396	0.90	42,396	0.90	42,396
TOTAL PART-TIME POSITIONS				0.90	42,396	0.90	42,396	0.90	42,396
30000433	Administrative Specialist, Sr	41,974	64,626	1.00	58,459	0.25	15,162	0.25	15,162
30000448	Business Systems Analyst	57,450	76,586	0.92	61,664	0.67	43,856	1.00	66,234
30000777	Crime Analyst	60,341	80,475	0.92	55,308	0.67	41,259	1.00	62,199
30000024	Police Administrative Support Specialist	31,512	43,950	1.00	43,956	0.25	10,989	0.25	10,989
30000299	Police Lieutenant	101,400	105,997	0.67	67,600	1.33	139,796	1.33	139,796
30000297	Police Officer	45,136	73,965	7.00	500,580	7.00	500,580	6.00	427,368
30000465	Program Manager	63,378	84,635	1.00	77,736	1.00	78,744	1.00	78,744
30000462	Program Specialist, Assistant	45,074	69,451	1.00	33,804	1.00	34,724	1.00	34,724
30000531	Training & Development Analyst	57,450	76,586	1.00	62,670	1.00	65,242	1.00	65,242
TOTAL LIMITED TERM POSITIONS				14.50	961,777	13.17	930,352	12.83	900,458
GRAND TOTAL				1,224.40	89,052,532	1,211.07	89,482,144	1,211.73	89,470,826

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

Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2012-13	164,120,204	3,355,425	167,475,629	1,221.07	FY 2012-13 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	(1,103,077)	0	(1,103,077)	0.00	Risk premium reduction
	(99,000)	0	(99,000)	0.00	Reduce printing and distribution use
	(100,000)	0	(100,000)	0.00	Janitorial services reduction
	(560,000)	0	(560,000)	0.00	Fleet services reduction
	(115,240)	0	(115,240)	0.00	Reduce land line & voice mail accounts
	(90,294)	0	(90,294)	(1.00)	Human resources reductions
	(66,636)	0	(66,636)	(1.00)	Training reductions
	(66,636)	0	(66,636)	(1.00)	Property evidence reductions
	(118,272)	0	(118,272)	(2.00)	Detective reductions
	(118,272)	0	(118,272)	(2.00)	Records reductions
	(329,238)	0	(329,238)	(4.00)	Fiscal reductions
	0	0	0	0.00	Special events cost recovery
	(200,000)	0	(200,000)	0.00	Holiday pay staffing realignment
	0	(43,036)	(43,036)	0.00	Non-represented merit freeze
	0	0	0	0.00	Police ID technicians
	(67,986)	0	(67,986)	(1.00)	Chief's Office reductions
	(1,005,257)	0	(1,005,257)	0.00	OMF interagency adjustments
	0	1,268,345	1,268,345	1.00	Service Coordination Team
	0	742,754	742,754	0.00	Sobering Center and CHIERS
	0	50,000	50,000	0.00	Independent Police Review ordinance
	0	105,984	105,984	0.00	Crisis Intervantion Mobile Response Unit
	0	129,445	129,445	0.00	Illegal Drug Impact Areas
	0	125,000	125,000	0.00	Prostitution Coordination Team
	0	145,158	145,158	1.00	Extend limited-term positions
	300,000	(300,000)	0	0.00	Red Light Camera
	0	80,000	80,000	0.00	Tech adjust for PBOT Sunday Parkway revenue
Approved Budget Additions and Reductions					
	0	0	0	0.00	Reduce ID Tech revenue assumption
	90,294	0	90,294	1.00	Restore HR position
	59,136	0	59,136	1.00	Restore 1 Detective PASS
	59,136	0	59,136	1.00	Restore 1 Records Specialist
	67,986	0	67,986	1.00	Restore Chief's Office position
	66,636	0	66,636	1.00	Restore Property Evidence PASS
	(77,352)	0	(77,352)	(1.00)	Property Edvidence Specialst reduction
	(60,468)	0	(60,468)	(1.00)	Police Desk Clerk reduction
	(83,112)	0	(83,112)	(1.00)	Professional Standards reduction
	(86,658)	0	(86,658)	(1.00)	Strategic Serivces reduction
	(35,597)	0	(35,597)	0.00	BTS IA reductions
	0	74,600	74,600	0.00	FY 2011-12 carryover
	0	(244,144)	(244,144)	0.00	Vacancy savings reduction
Adopted Budget Additions and Reductions					
	0	100,000	100,000	0.00	Appropriate $100,000 in grant revenue

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

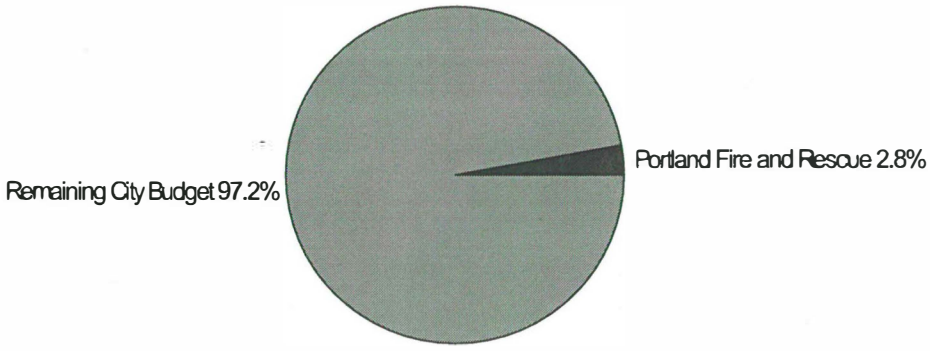
Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
	0	0	0	(0.34)	Sunsetting/extension of 3 limited term positions
	(3,739,907)	**2,234,106**	**(1,505,801)**	**(9.34)**	**Total FY 2012-13 Decision Packages**
			165,969,828	**1,211.73**	**Total Adopted Budget**

Portland Fire and Rescue

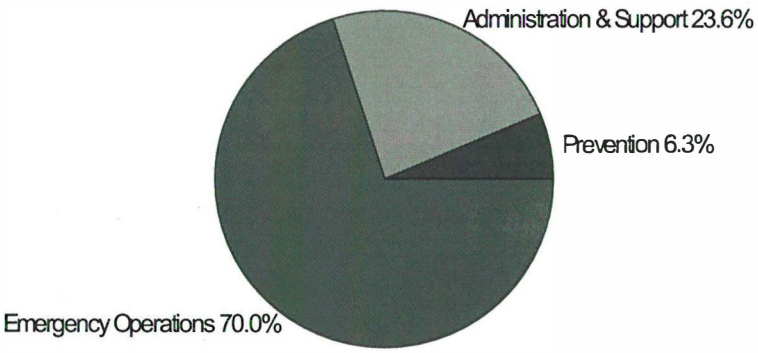
Public Safety Service Area

Randy Leonard, Commissioner-in-Charge
Erin Janssens, Fire Chief

Percent of City Budget

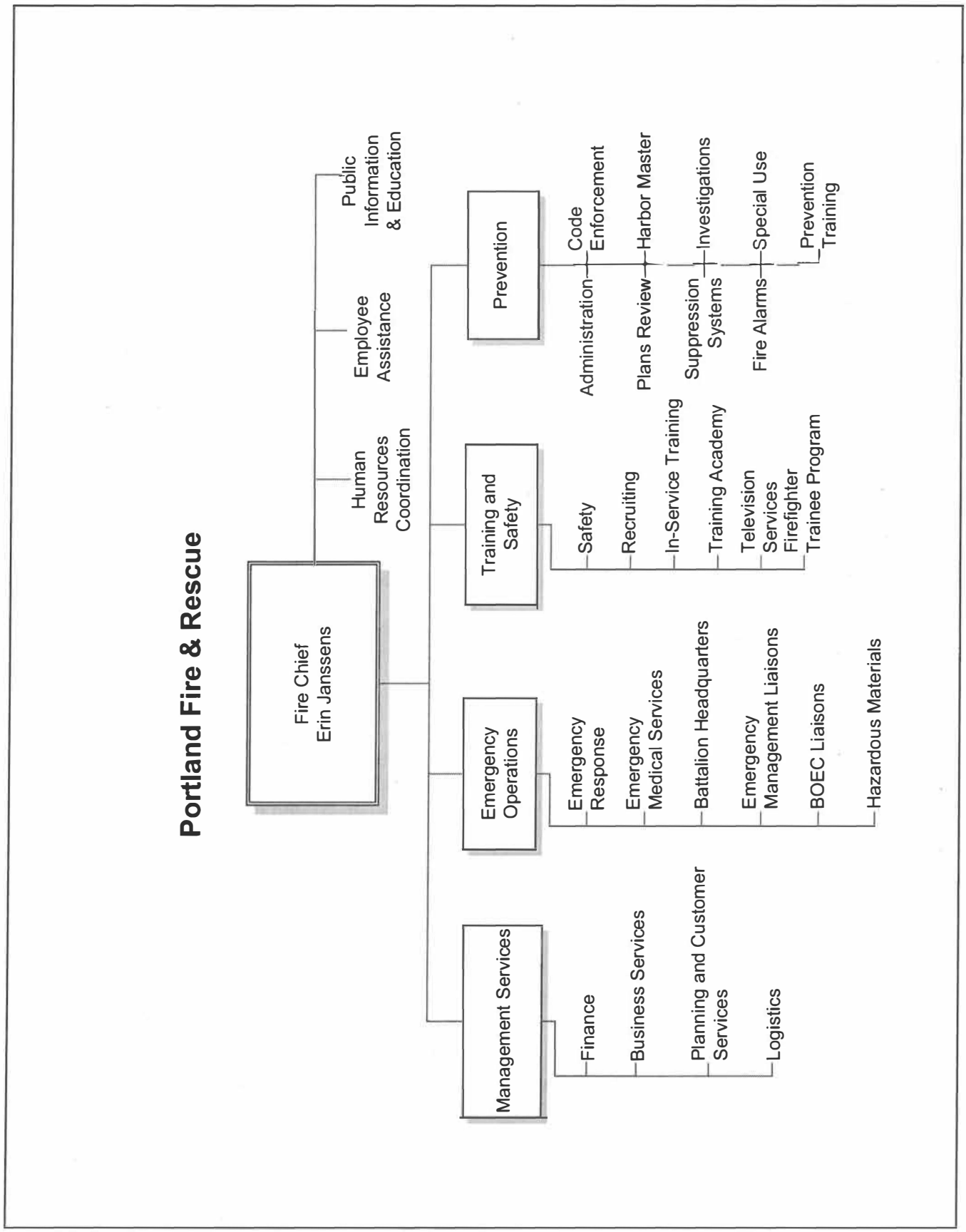


Bureau Programs



Bureau Overview

Requirements	Revised FY 2011-12	Adopted FY 2012-13	Change from Prior Year	Percent Change
Operating	105,417,661	96,509,706	(8,907,955)	(8.45)
Capital	3,031,128	5,762,000	2,730,872	90.09
Total Requirements	**108,448,789**	**102,271,706**	**(6,177,083)**	**(5.70)**
Authorized Positions	753.97	730.47	(23.50)	(3.12)


Portland Fire & Rescue
Fire Chief
Erin Janssens
Public Information & Education
Employee Assistance
Human Resources Coordination
Prevention
Code Enforcement
Administration
Harbor Master
Plans Review
Investigations
Suppression Systems
Special Use
Fire Alarms
Prevention Training
Training and Safety
Safety
Recruiting
In-Service Training
Training Academy
Television Services Firefighter Trainee Program
Emergency Operations
Emergency Response
Emergency Medical Services
Battalion Headquarters
Emergency Management Liaisons
BOEC Liaisons
Hazardous Materials
Management Services
Finance
Business Services
Planning and Customer Services
Logistics

Bureau Summary

Bureau Mission

Portland Fire & Rescue (PF&R) aggressively and safely protects life, property, and the environment.

Bureau Vision

The community we serve is safe from fire and other emergencies because of our leadership, preparedness, and responsiveness.

Bureau Principles

PF&R saves lives and property.

PF&R sets high standards for its staff.

PF&R is highly trained.

PF&R is fiscally responsible.

PF&R is responsive to our customers.

PF&R is a good neighbor.

Bureau Overview

Serving the Community

PF&R promotes a safe environment for all people who live and work in the Portland metropolitan area, providing an extensive range of public safety services including: response to fire, medical, and other emergency incidents; fire prevention; public education; and disaster mitigation. In FY 2011-12, PF&R has 754 full-time-equivalent positions and a revised budget of $108.4 million.

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

Strategic Direction

Planning for Effective Operations

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

- Five-Year Strategic Plan
- Annual Business Plan
- Annual Divisional Work Plans

PF&Rs Strategic Plan outlines the goals, objectives, performance measures, and strategies to be achieved over the next five years. The Plan's progress and effectiveness are carefully monitored and measured at all levels of the organization. Each of PF&R's five functional areas operates under the guidelines of its respective Annual Divisional Work Plan, which directly supports the bureau's Annual Business Plan and the bureau's strategic plan.

In November 2009, PF&R began to develop its 2010-15 Strategic Plan. The Strategic Planning Steering Committee, comprised of bureau leadership, staff, stakeholders, and community members, oversaw the strategic planning process through to its completion in July 2010. Throughout the process, PF&R solicited input from the public, employees, stakeholders, and various agencies that use PF&R's services to ensure the strategic plan's long-term goals considered the community's needs and priorities.

In November 2010, PF&R released its 2010-15 Strategic Plan. The plan is organized around four strategic themes, which are:

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

Service Improvement Plan

Portland Fire & Rescue's Service Improvement Plan for FY 2012-13 focuses on three of the goals identified in PF&R's 2010-15 Strategic Plan. They are the following:

- Create and enhance viable opportunities for collaboration with other agencies to improve service to the public.
- Develop a comprehensive leadership and management training program to meet the bureau's needs for current and future leaders.
- Develop, implement, and evaluate a rapid response vehicle (RRV) program in which small, light vehicles staffed with two firefighter-EMTs will quickly respond, evaluate, and treat persons with non-emergent medical conditions.

Significant Issues

Retirement Payouts

In FY 2005-06, PF&R entered a period of projected increases in retirement, reflecting PF&R's aging workforce. Currently, about 90 sworn employees are eligible for retirement. These are sworn employees who are at least 50 years old with a minimum 25 years of PF&R service or sworn employees at least 55 years old with any amount of PF&R service. The number of retirement eligible sworn employees is forecasted to remain high for the foreseeable future.

PF&R is forecasting a retirement spike in FY 2012-13 as a result of the 27-payday look back in December 2012 and the relatively high number of eligible employees. The number of retirements that occur by the end of FY 2011-12, which also has a 27-payday look back in June 2012, will impact FY 2012-13's current projection of 40 retirements which carry payouts of approximately $2.5 million. PF&R's FY 2012-13 budget has $1 million for retirement payouts, so if these projections hold, PF&R will need an additional $1.5 million to cover the projected shortfall.

One-time Funding for Ongoing PF&R Programs

PF&R is the largest Emergency Medical Service (EMS) provider in the State of Oregon. Currently, over 70% of PF&R's approximately 70,000 annual calls for service are medically-related. Demand for medical service is expected to continue to rise with the changing demographics of an aging population and challenging economic conditions.

In 2006, an outside consultant, Tri-Data, conducted a service delivery system study which recommended PF&R add four, two-person rescues to handle the growing volume of EMS calls, thereby increasing response reliability and balancing workload in high call-volume stations. Due to budget cuts, PF&R has funded two, two-person rescues, with one-time appropriations since FY 2009-10. Also due to budget constraints, two-thirds of a station has been funded with one-time appropriations since FY 2010-11.

In 2011, Tri-Data delivered a service demand update report that reiterated the need for additional resources to handle non-emergency medical calls and recommended PF&R implement an RRV program with resources for vehicles purchase funded by the General Obligation Bond approved by Portland voters in November 2010.

To continue operating at minimum staffing levels and delivering adequate and consistent fire and EMS response across the community, PF&R is looking to secure ongoing funding to staff the existing station and the RRV program.

The FY 2012-13 budget includes one-time resources to partially fund the RRV pilot program and for station staffing.

Fire Liaison at BOEC

The PF&R Fire Liaison Office at the Bureau of Emergency Communications (BOEC) manages all PF&R emergency response resources, providing technical assistance and expertise to all aspects of BOEC's fire dispatch. The Fire Liaison Office is located on the BOEC operations floor immediately adjacent to the fire dispatch pod and is staffed with a PF&R Lieutenant from 7:00 AM to 7:00 PM, seven days a week.

The Fire Liaison's primary functions are two-fold: to keep PF&R resources strategically available throughout the city, providing optimum fire and EMS response to all coverage areas; and to assist with triaging difficult and/or unusual calls.

As units respond to emergencies, other units may need to respond to calls in the engaged unit's area. In some circumstances, it may be necessary for units to actually move out of their station so they can respond to calls in the larger area. The Fire Liaison has authority over the movement and status of all PF&R units available for emergency dispatch. Fire Liaison positions are critical to ensure adequate citywide emergency response coverage, while allowing for units to be out of service for training, maintenance, etc.

Additionally, the Fire Liaison assists BOEC dispatchers with triaging difficult or unusual calls. Ensuring resources are triaged and dispatched appropriately reduces overall response times, decreases danger to the public and crews, and minimizes wear and tear on apparatus. When the Fire Liaison is not on-duty, BOEC dispatchers must operate without this resource and when significant events occur, such as multiple alarm fires, PF&R must call back resources to fill this position. BOEC personnel do not have the specific training, background, or authority of a Fire Liaison, and dispatchers on the operations floor are left without technical expertise to answer complicated triage questions when the Fire Liaison is off duty.

State-Required Code Enforcement Inspections

The PF&R Code Enforcement program is charged with identifying and mitigating fire hazards in all commercial buildings and multi-family housing of three or more units. Businesses, multi-family residences of three or more units, and institutions (school, hospital, jail, etc.) are required to be inspected for fire and life safety every two years. The inspection program's goal is to inspect 19,000 of these occupancies each year; however, staff reductions in FY 2004-05, impacted PF&R's ability to meet this inspection goal.

In addition to these scheduled fire inspections, for which property owners pay a fee, PF&R code enforcement staff is called upon to conduct a growing number of unscheduled and unbillable inspections. These inspections are in response to citizen requests and special situations, such as unlawful occupancy, dangerous buildings, illegal public assembly, chronic false alarms, and illegal burning. As a point of reference, in FY 2010-11, PF&R completed over 11,000 unscheduled inspections that did not generate any fees.

To meet its inspection responsibilities, PF&R implemented the Company Fire Inspection Program (CFIP) in FY 2004-05. The intent of the CFIP was to reassign the most basic (approximately half) of the 19,000 scheduled inspections to firefighters working in the stations. This allowed code enforcement staff time to focus on the unscheduled inspection workload and the more complicated scheduled inspections. This division of responsibility has not achieved the level of success originally envisioned due to unanticipated program complexities.

PF&R projects the need for four additional fire inspectors to adequately support all of the Code Enforcement Program activities. Increased staffing would enable the bureau to meet inspection goals; respond to special situations and citizen requests, which are varied and include unlawful occupancy, dangerous buildings, illegal public assembly, chronic false alarms, and illegal burning. Equally as important, increased staff would effectively manage the CFIP, be pro-active in recovering past-due inspections and resume a consistent rotation for fire and life safety inspections.

Training Center Improvements

PF&R's Training Center does not meet the current and future training needs of an all-hazards first-response organization. PF&R continuously delivers ongoing in-service training and recertification for all existing sworn staff, trains new firefighter recruits, and conducts highly specialized training for low-frequency and high-consequence fire, EMS, and HazMat events. PF&R needs a training facility specifically designed to meet all of a firefighter's new and ongoing requirements and certifications.

The Training Center is located at 4800 NE 122nd Avenue in the Parkrose neighborhood and houses the Training & Safety Division offices, PF&R's Firefighter Training Academy, Fire Station 2 (Engine 2 and Truck 2), and the drill ground with training props. Built in 1978 and sitting on 8.06 acres, the 19,774 square foot facility was initially owned by the Parkrose Water District prior to the property's annexation into the City of Portland. The facility was purchased from the Portland Water Bureau in the early 1990's and remodeled into its current configuration. This facility is also used today by other City bureaus, regional partners, and community groups for training, meeting space, and drill purposes.

This facility is not configured to support the daily training activities required to support a modern all-hazards emergency response organization. In addition, the existing administrative building is at maximum capacity and unable to provide adequate space for the number of sworn and civilian staff supporting the Training & Safety Division's daily activities.

Summary of Budget Decisions

The FY 2012-13 Adopted Budget reduces PF&R's budget by approximately 3.2% or $3.06 million. The Adopted Budget also allocates approximately $1.08 million one-time resources for PF&R to continue the operations of one station and to fund the RRV pilot program. The budget changes are detailed below.

Ongoing Budget Reductions

Eliminate Return to Work Program

The Return-to-Work (RTW) program was designed to offer sworn personnel who were injured in the line of duty, and unable to return to work on the front line, an opportunity to return to work in a staff position. The program has ten budgeted positions, which have been vacant most of the time since the program was created. The Fire and Police Disability and Retirement Fund pays 75% of RTW employees' salary cost through cost reimbursement, while PF&R covers the remaining 25% salary costs and benefits costs. This decision package eliminates all the RTW positions and the $300,000 in funding supporting this program.

Eliminate Land-Line Phone Accounts

This decision package generates cost savings of approximately $5,000 by reducing the number of landlines where cell phones have been determined adequate.

Eliminate Office Support Specialist III (OSS III)

This decision package eliminates the OSS III position in the Management Services Division (MSD) and reduces the personnel services budget by $63,731. Loss of this position results in decreased administrative and support services to other bureau divisions and external customers. Live-person phone coverage will not be provided at all business hours, and status updates on strategic plan and business plan implementation and other document creation and revisions will be delayed or less frequent.

Investigator Overtime/Standby Restructure

PF&R's Investigations Unit requires 24-hour a day coverage, which is achieved through a complex combination of work schedules, stand-by, and overtime. By restructuring Investigators' work schedules and assignments, the demand for overtime and call shifts will decrease and result in $70,000 reduction in personnel services expenditures. These changes must be bargained with Local 43 prior to implementation.

Overtime Reduction

This decision package decreases the overtime budget by $120,000 and reduces the number of allowable paid overtime hours for employees to participate in committee meetings and other bureau-supported activities while off-duty. The overtime reduction will be achieved by limiting committee meetings, optimizing training schedules, and more aggressive monitoring and control. As a result, valuable employee participation and input at bureau-wide committees for safety, continuous quality improvement, strategic planning, budget development, and other projects will be negatively impacted.

Eliminate Utility Worker

This decision package eliminates a full-time utility worker position in MSD's Logistics section, and results in savings of $68,968. This position is responsible for delivery and pickup services at the bureau's 30 stations and four other facilities located throughout the city. Mail and station supplies delivery to and biohazard waste pickup from stations will be reduced from the current daily schedule to weekly.

Eliminate Senior Administrative Specialist

This decision package eliminates a full-time Senior Administrative Specialist position in the Chief's Office assigned to Public Communications, and results in personnel services savings of $87,456. During FY 2011-12, the public information and public education sections were consolidated, and public communication service delivery is under review.

Reduce Replacement or Call Shifts Costs

PF&R doesn't plan on hiring during FY 2012-13 due to the current financial situation, which allows the two officers assigned to the Training Academy to be detailed to the traveler pool. People assigned to the traveler pool are used to cover vacation and other leaves at stations, thereby reducing replacement or call shifts costs. Estimated savings in FY 2012-13 is $194,666.

OMF Interagency Adjustments

The decision package reflects a decrease of $337,289 in interagency costs resulting from decision packages in the Office of Management and Finance. An adjustment to the bureau's ongoing General Fund discretionary target was made to balance the decreased costs.

One-Time Budget Reductions

The Adopted Budget includes the following one-time budget reductions:

- Turn-out and other personal protection equipment - $200,000
- Building deferred maintenance - $100,000
- New apparatus outfitting - $150,000
- Fireboat Campbell dry-dock maintenance - $20,000
- Defibrillator / LifePak replacement - $55,000
- Trainee EMT certification - $26,700
- Minor tools / equipment - $50,000
- Replacement / call shifts / overtime - $120,000
- Specialty team equipment - $50,000

- Operating supplies - $129,754
- Non-rep employee merit pay freeze - $18,029

One-Time Budget Enhancements

The FY 2012-13 Adopted Budget includes two one-time add packages totaling approximately $1.03 million to support activities currently funded with one-time resources. They are:

Station Operation Funding

Allocation of one-time resources totaling $669,809 allows for all 30 fire stations to remain fully operational. This continues the one-time funding for one station funded with one-time since FY 2010-11.

Rapid Response Vehicle (RRV) Pilot Program

The Adopted Budget provides one-time resources of $404,812 to support four FTEs for a full year or 12 FTEs for four months to support the completion of the RRV pilot program. The six-month pilot program started in April 2012 and will end in October FY 2012-13.

Budget Notes

Rapid Response Vehicle (RRV) Pilot Program

Portland Fire & Rescue will present a report to Council by October 31, 2012, after the pilot program has been in operation for six months. The report will include information including the metrics used for assessing the program, analysis of the types of calls to which the RRVs responded during the pilot, average response time data of the RRVs, and response time and reliability data of the non-RRV bureau response units during the pilot program period. The bureau should also provide comparative response and reliability data for the periods of when the RRVs were operating (7am-7pm) and when the RRVs were not in operation (7pm-7am).

Training Facility

Portland Fire & Rescue will perform a needs assessment of their current training facility and report on their findings to Council by December 31, 2012, in advance of the FY 2013-14 budget process. The analysis will be funded by existing PF&R resources.

Company Fire Inspection Program

Portland Fire & Rescue will provide a program performance report to Council by September 30, 2012. The report will include monthly data for the period of July 1, 2011 through June 30, 2012 disaggregated by Fire Management Area.

Lift Assist EMS Calls

Portland Fire & Rescue will evaluate the feasibility of charging fees or fines for chronic public assist calls. The bureau will report findings to Council by November 30, 2012.

Billing for Emergency Medical Services

Portland Fire & Rescue will evaluate the feasibility of charging fees for emergency medical calls. The bureau will report findings to Council by November 30, 2012.

Restructuring of Operational Zones

Council directs bureaus with operational zones in the City, including the Police Bureau, Fire & Rescue, Parks & Recreation, Bureau of Transportation, and the Office of Neighborhood Involvement, to review the borders of those zones and collaborate with the Bureau of Planning and Sustainability on aligning those boundaries where appropriate.

Capital Budget

Bureau Summary

CIP Highlights

The Bureau's CIP budget supports the replacement of PF&R's emergency response apparatus. In accordance with the General Obligation (GO) Bond measure passed by voters in November 2010, the bond proceeds fund the replacement of fire apparatus through FY 2015-16. A total of $19.8 million is dedicated to apparatus, and approximately $5.76 million is budgeted in FY 2012-13.

Major Issues

PF&R doesn't anticipate any major capital issues during this five-year CIP period. Because replacement of the apparatus are funded with the bond proceeds, there aren't any financial constraints that are anticipated to defer this project.

Changes from Prior Year

Changes from the prior year include the amount of funding allocated for FY 2012-13 and the number and type of emergency vehicles that will be purchased. The budget in FY 2011-12 was $2.7 million to purchase four rapid response vehicles, two fireboats, one truck, and a heavy rescue squad; the budget in FY 2012-12 is $5.56 million to complete the payments for the FY 2011-12 purchase and to order an additional four engines and one truck.

Strategic Direction

Council Goals and Priorities

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

City Comprehensive Plan

PF&R's CIP that provides for replacing aging emergency apparatus supports the City's Comprehensive Plan Goal 11 - Public Facilities relative to service responsibility for fire protection.

Criteria

The criteria PF&R uses to determine when a piece of emergency apparatus should be replaced in dependent on the vehicles age and mileage. Currently, front line fire engines and trucks are replaced after 15 years or 120,000 miles and then kept in reserve status for an additional 5 years.

Capital Planning & Budgeting

Capital Budgeting Process

PF&R's capital planning process for the apparatus replacement project uses the apparatus replacement schedule developed and maintained by staff to determine when a specific emergency response vehicle is due for replacement. Prior to the passage of the bond, PF&R had not been able to replace apparatus as needed because of decreased general fund resources. With dedicated GO bond proceeds, PF&R will be current with the apparatus replacement schedule.

Financial Forecast Overview

PF&R's CIP Apparatus Replacement project is funded with GO bond proceeds of $19.8 million through FY 2015-16 and General Fund resources thereafter.

Asset Management and Replacement Plans

The FY 2012-13 CIP project for apparatus replacement is part of the bureau's 15-year apparatus replacement plan, which calls for replacement for all front-line fire engines and trucks after 15 years or 120,000 miles.

Capital Programs and Projects

Capital Program Descriptions

PF&R has one ongoing capital project, apparatus replacement, for FY 2012-13. In November 2010, the citizens of Portland approved a GO Bond measure in the amount of $72.4 million, of which $19.8 million is earmarked for the construction of Station 21. As stated in the ballot measure, the bond proceeds fund the replacement of fire apparatus through FY 2015-16. The Station 21 project is not included in PF&R's budget since it is managed by the Office of Management and Finance Facilities Services.

Maintaining a high quality fleet of emergency response apparatus is essential for PF&R to provide its core services of protecting life, property, and the environment. Through the GO Bond levy and this capital project, PF&R is able to replace its front-line emergency response apparatus in accordance with its replacement plan.

Funding Sources

The apparatus replacement project is funded by the GO Bonds for the next four years and the General Fund ongoing discretionary resource thereafter.

Major Projects

The major projects in PF&R's CIP are the purchase of replacement apparatus and the construction of Fire Station 21.

Net Operating and Maintenance Costs

Fire apparatus maintenance is included in PF&R's operating budget. Timely apparatus replacement should reduce maintenance costs.

Administration & Support

Description

PF&R's Administration & Support consists of the Office of the Chief, the Management Services Division, and the Training & Safety Division.

The Office of the Chief

The office provides overall direction and management of the bureau. The Chief ensures PF&R complies with Federal, State, and local regulations in the areas of fire suppression, emergency medical services, fire prevention, investigation, and disaster mitigation. The Chief also manages human resources, employee assistance, public communication, and public education.

Human resources

This work unit includes employee selection and retention, diversity development, performance management, appraisal improvement, oversight and compliance with local and state regulations, labor relations, investigations, risk management, workforce planning, and dispute resolution. Employee assistance supports PF&R's human resources, specializing in confidential counseling to help firefighters deal with the immediate and long-term emotional impact of the emergencies they encounter in the line of duty. The public communications team delivers news to the public regarding PF&R operations and strategies.

Management Services Division

The division provides administrative staff and resources to support PF&R services. Programs within the Management Services Division include Logistics, Business Operations, and Retirement Payouts. Logistics maintains and repairs all bureau facilities, apparatus, uniforms, and equipment. All emergency and station operating supplies are purchased and distributed through this program. Business Operations ensures compliance with all City financial, budgetary, payroll, and procurement policies, procedures, and guidelines. Services provided include procurement, accounts payable/receivables, budget development, financial projections, contract management, grant application and monitoring, and IT coordination with the City's Bureau of Technology Services.

Business Operations is also responsible for position control, personnel action processing, time management, and processing payroll. Other activities include strategic planning development and implementation, mapping and statistical analysis, contracts, ordinances, cost of service studies, and mutual agreements. The Retirement Payout program represents the City's contractual obligation to Portland Fire Fighters Association (PFFA) members upon retirement.

The Training and Safety Division

The division ensures all firefighters have the knowledge, skills, and physical abilities to perform their jobs safely and effectively. This division delivers in-service training on new techniques and equipment, ongoing training to meet recertification requirements for state and federal agencies, new firefighter recruit training, and recruitment.

Within the Training and Safety Division, the in-service training group delivers continuing education and training to ensure all incumbent firefighters have the knowledge, skills, and physical abilities to perform their jobs safely and effectively. Mandatory training ensures firefighters comply with changing federal and state requirements. As front-line personnel retire, new recruits are hired to continue PF&R's primary mission. The Training Academy provides new firefighter recruits with the knowledge and skills needed to perform their jobs safely and meet federal, state, and City requirements. The Safety & Loss Control Officer ("Safety Officer") responds to greater alarms and other incidents of an unusual nature and assumes the position of Incident Safety Officer. Such incidents include fires, hazardous material spills and releases, emergency medical service scenes, and special rescue situations. In addition to emergency response responsibilities, the PF&R Safety Officer performs a wide range of administrative duties consistent with the needs of the organization.

Goals

All subprograms within Administration & Support align with the City goal to ensure a safe and peaceful community and support the bureau's strategic goal to improve internal and external customer service. Within the Management Services Division, Business Operations and Retirement Payout also support the bureau's strategic goal of strengthening financial resources management, while Training & Safety also supports PF&R's strategic goal of developing its workforce.

Performance

PF&R has carried out the majority of its 2005-2010 Strategic Plan, with 88% of the strategies completed. PF&R has also established a new five-year strategic plan for 2010-2015 and started implementation in FY 2010-11. PF&R continues to receive one of the highest ratings in quality of service among the City bureaus according to the Office of the City Auditor's 2010 Annual Community Survey.

By summer 2012, PF&R will have successfully completed its fire station renovation program financed by the General Obligation (GO) Bonds that were approved by Portland voters in 1998. Station 18 is the last project of this GO Bond program and is expected to be completed in spring of this year. The program successfully achieved its goals to seismically upgrade stations, relocate and build new stations to improve coverage citywide, and to renovate existing stations to be more functional and to meet ADA accessibility and female firefighter accommodations.

The Management Service Division is managing the implementation of another GO Bond program that was approved by voters in November 2010. The bond proceeds will provide funding for fire apparatus replacement over the next five years and the re-construction cost of station 21.

Changes to Services and Activities

The FY 2012-13 Adopted Budget eliminates three positions in PF&R's Administrative and Support Program. These reductions include the Senior Administrative Specialist in the Chief's Office, an OSSIII in Business Operations, and a Utility Worker in Logistics. The Adopted Budget also eliminates the Return to Work program, which has been underutilized; elimination of the program results in the elimination of 10.0 vacant FTE and a $300,000 budget reduction. The Adopted Budget also includes a one-time reduction of $680,000 in external

materials and services within Logistics. Specific areas of reduction include the resources available for turn-outs and other personal protections equipment, minor equipment and tools, building maintenance, new apparatus outfitting, dry-docking the fireboats, and specialty equipment for the Dive Team, Marine program, and the HazMat Team.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	73.65	75.90	88.90	69.57	69.57
Expenditures					
Chief's Office	631,542	508,912	424,009	1,209,423	1,209,423
Management Services	16,509,348	14,883,020	21,238,608	19,541,799	19,513,523
Training and Safety	3,332,462	4,257,750	4,868,126	3,437,352	3,437,352
Total Expenditures	**20,473,353**	**19,649,682**	**26,530,743**	**24,188,574**	**24,160,298**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Effectiveness					
Percent of residents rating service good or very good	87%	87%	90%	90%	90%
Percent of strategies completed in Strategic Plan out of number targeted for fiscal year	88%	61%	80%	70%	70%
Efficiency					
Average age of frontline engines	7.50	8.50	6.70	7.00	7.00
Average age of frontline trucks	12.60	11.40	10.30	10.50	10.50
Average miles on frontline engines	72,109	81,228	71,600	75,000	75,000
Average miles on frontline trucks	80,682	76,973	68,000	70,000	70,000
Workload					
Number of frontline emergency vehicles	80	81	81	79	81

Emergency Operations

Description

Emergency response is PF&R's primary mission and the most critical service the bureau provides to the community. Emergency Operations response is the primary means by which the bureau saves lives and property for the people who live, work, and visit our community.

All firefighters assigned to emergency response are certified as Emergency Medical Technicians, with approximately 150 of these members holding an additional Paramedic certification. This configuration allows PF&R to provide Advanced Life Support (ALS) from each of its 30 stations. EMS comprises approximately 70% of all emergency responses.

Specialized operations are provided from designated stations throughout the city, including: hazardous materials response, marine operations, dive rescue, trench rescue, high-angle rope rescue, confined space rescue, shipboard firefighting, high-rise firefighting, and CBRNE responses.

Goals

Emergency Operations aligns with the City goal to ensure a safe and peaceful community and supports PF&R's strategic goal of improving operational effectiveness.

Performance

PF&R responded to more than 68,610 emergency incidents in FY 2010-11.

Key firefighting results include:

- In the City Auditor's 2010-11 Service Efforts and Accomplishments Report, 87% of residents surveyed rated overall fire and emergency services positively.
- PF&R responded to 1,673 fire incidents in FY 2010-11.
- On-duty emergency staff responded to an average of 398 incidents each in FY 2010-11.
- Property loss as a percent of value has remained under 1% (0.43% in FY 2010-11) for the past five years.

Key EMS results include:

- PF&R provides first response EMS and collaborates with the Multnomah County Medical Director to report EMS performance data. Of the 68,610 emergency incidents that PF&R responded to in FY 2010-11, about 70% were medical aid and rescue calls.
- The number of medical aid and rescue incidents that PF&R responded to per 1,000 residents has increased 5% over the last three years. In FY 2010-11, PF&R responded to 82.5 medical incidents per 1,000 residents, versus 78.5 three years ago.

Changes to Services and Activities

The Adopted Budget includes one-time funding to continue operating all of the fire stations. Rescues 11 and 19 have been funded with one-time resources since FY 2009-10. The Adopted Budget provides one-time resources to support four FTEs for a full year or 12 FTEs for four months to support the completion of the RRV pilot program. The six-month pilot program started in April 2012 and is scheduled to end in October 2012.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	613.50	609.00	605.17	605.00	605.00
Expenditures					
Emergency Operations	63,702,578	65,035,925	69,967,243	71,695,015	71,623,291
Total Expenditures	**63,702,578**	**65,035,925**	**69,967,243**	**71,695,015**	**71,623,291**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Effectiveness					
Lives lost per 100,000 residents	0.86	0.52	0.92	0.60	0.60
Property loss as a percent of value of property	0.49%	0.43%	0.66%	0.82%	0.82%
Percent of structural fires where flamespread was confined to room of origin	83%	81%	83%	82%	82%
Efficiency					
Response time (turnout & travel) at 90th percentile (Goal: 5:20 or 5.33 minutes)	7.17	7.22	7.17	7.20	7.20
Incidents per average on-duty emergency staff	390	398	414	418	415
Response time (turnout & travel) at 90th percentile-EMS	7.07	7.08	7.07	7.10	7.10
Response time (turnout & travel) at 90th percentile-Fire	7.00	7.03	7.00	7.00	7.00
With patient time at 90th percentile (interval between dispatch and with patient in minutes)	9.33	9.32	9.33	9.33	9.33
Response reliability (overall-GO dates excluded)	92%	91%	92%	90%	90%
Percent of responses (turnout and travel) to all incidents within 5:20					
Workload					
Total number of incidents	65,912	67,212	70,000	69,000	69,000
Average on-duty emergency staffing	169	169	169	165	166
Number of fire incidents	1,858	1,673	2,000	2,000	2,000
Number of medical incidents	45,552	47,958	47,500	49,000	49,000
Number of other incidents	18,502	17,581	20,500	20,000	20,000
Total fires per 1,000 residents	3.16	2.88	3.40	3.33	3.33
Medical incidents per 1,000 residents	78.25	82.48	80.71	81.67	81.67
Total number of requests for service in the city of Portland, regardless of the fire agency responding	68,453	68,610	71,500	71,000	71,000

Prevention

Description

The Prevention Division is responsible for reducing the number of fires, fire deaths, and injuries occurring annually in the city, particularly among those populations that face disproportionately high risk of death due to fire. PF&R is designated by the Oregon State Fire Marshal as an exempt jurisdiction as defined in ORS476.030 (3). With this authority, PF&R performs, with few exceptions, all of the activities assigned by Oregon law to the State Fire Marshal, including public education, plan review, event permitting, code enforcement, regulation of harbors and wharves, and fire/arson investigations.

The Prevention Program is comprised of the following sections: Public Education, Plan Review, Permits/Public Assembly, Code Enforcement, Harbor Master, and Fire and Arson Investigation.

Public Education

The section, located at the Historic Belmont Firehouse, provides intervention to Portland's most vulnerable and least accessible populations, specifically children and the elderly. Fire Inspectors partner with local schools and senior organizations to provide direct outreach and education. Early intervention for children who demonstrate fire-setting behaviors is provided by the Youth Fire-Setter Intervention program.

Plan Review

This section evaluates construction and development plans for compliance with fire and life safety codes. Fire Inspector Specialists issue trade permits and review plans for installation of suppression systems (sprinklers, hood, and vent systems) and fire alarm systems.

Permits and Public Assembly

This section provides plan review, issues permits, and provides inspections for special events, shows, VIP events, festivals and seasonal events, underground tank, fueling, blasting and hazmat activities, pyrotechnics, fireworks, and other high-risk activities. Inspectors also staff an after-hours public assembly (nightclub) safety program to prevent overcrowding and blocked exits.

Code Enforcement

This section identifies and mitigates fire hazards in commercial buildings, multi-family housing of three or more units, and marine-related operations. Each business, multi-family residence of three or more units, and institution (school, hospital, jail) is subject to a fire and life safety inspection every two years.

Harbor Master

The Harbor Master is charged by City Code Title 19 with providing inspection of the wharves, docks, landings, vessels, and watercraft for compliance with rules and regulations related to the city's rivers and harbor. The Harbor Master works closely with the United States Coast Guard, the Oregon State Marine Board, Multnomah County, the Port of Portland, and commercial ventures that have an interest in the Willamette and Columbia Rivers.

Fire Arson and Investigation

The section is responsible for determining causes and origins of fires, explosions, and other emergency situations that endanger life or property. Dually certified as law enforcement officers and firefighters, investigators work cooperatively with other law enforcement agencies including the Portland Police Bureau and the U.S. Bureau of Alcohol, Tobacco, and Firearms to investigate fires and explosions at a regional level.

Goals

Prevention aligns specifically with the following two of six City goals of ensuring a safe and peaceful community and protecting and enhancing the natural and built environment.

The Prevention Division also supports PF&R's strategic themes of improving operational effectiveness and fire safety excellence.

Performance

In FY 2010-11, the Historic Belmont Firehouse Safety Learning Center and Museum had 6,899 visitors.

Six fire stations participated in a grant-funded pilot project, the objective of which was to develop and evaluate an integrated risk management model that successfully prevents fires and injuries. Each fire station designed a program specifically tailored for the demographic of their fire management area. Target populations ranged from elderly and disabled residents in middle-income areas, to residents in a very low income mobile home park. Firefighters focused on one-on-one contacts, educating at-risk residents about personal safety and community resources, and installing smoke alarms. During the brief grant period, firefighters visited 131 homes, installed 500 smoke alarms, and gained knowledge for future community outreach efforts.

The Prevention Division reviewed 2,954 land use and construction plans for compliance with fire and life safety codes. It also processed and issued 2,472 permits for fire alarm and sprinkler system installations, special events, and other high risk activities.

In FY 2010-11, the Code Enforcement section completed 18,734 code enforcement inspections and re-inspections. In the course of their inspections, inspectors found 14,508 new code violations and abated 13,823 violations.

The Investigations Unit investigated 903 fires, including 192 arson-related fires, and made 78 arrests during FY 2010-11.

Changes to Services and Activities

No changes to services and activities.

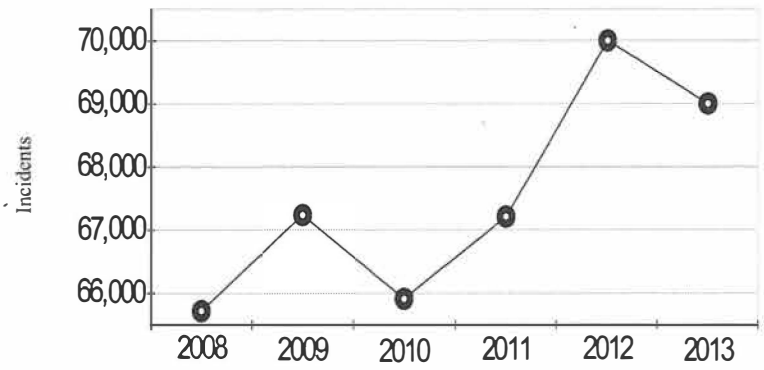
FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	63.00	59.90	59.90	55.90	55.90
Expenditures					
Prevention	6,755,955	6,925,140	7,554,451	6,488,117	6,488,117
Total Expenditures	**6,755,955**	**6,925,140**	**7,554,451**	**6,488,117**	**6,488,117**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Effectiveness					
Number of structural fires in inspectable occupancies per 1,000 inspectable occupancies	6.32	5.31	5.57	5.53	5.53
Total arson incidents per 10,000 population	5	5	5	5	5
Efficiency					
Percent of inspectable occupancies inspected within 27 months	83%	83%	83%	83%	83%
Percent of violations abated within 90 days of detection	60%	57%	60%	60%	60%
Workload					
Number of inspectable occupancies	38,898	39,202	39,500	39,800	39,800
Number of structural fires in inspectable occupancies	246	208	220	220	220
Number of structural fires in non-inspectable occupancies	429	391	420	420	420
Total number of structural fires	675	600	670	640	640
Structural fires per 1,000 residents	1.16	1.03	1.14	1.07	1.07
Code enforcement inspections	15,632	15,693	15,700	15,800	15,800
Code enforcement re-inspections	6,210	4,635	6,300	5,300	5,300
Total code violations found	15,774	14,412	16,400	15,300	15,300
Average violations per inspection	1.01	0.92	1.04	0.97	0.97

Performance Measures

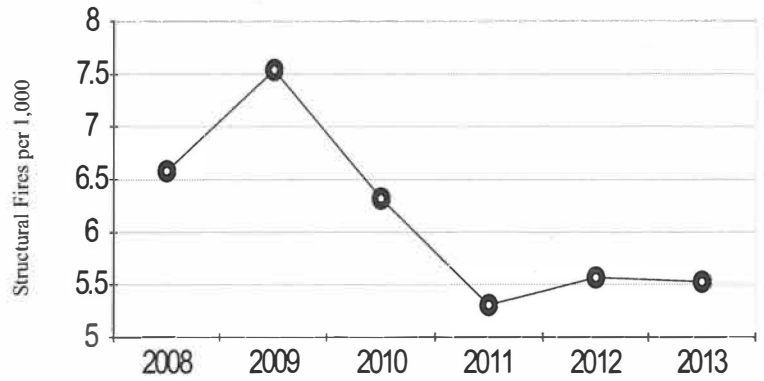
Total Number of Incidents

Since FY 2000-01 the number of emergency response calls have increased by 10% to 65,917.



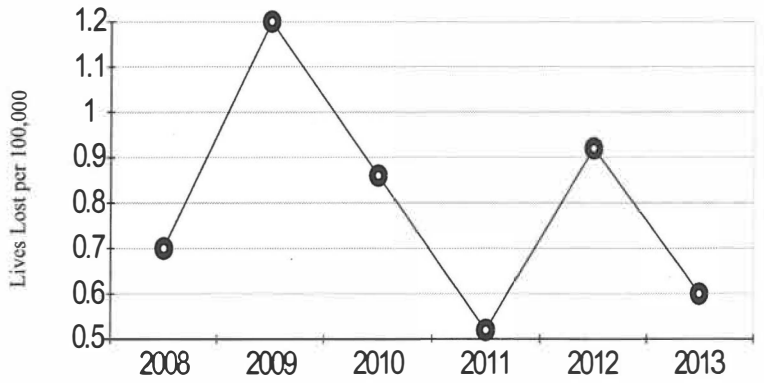
Structural Fires/1,000 Inspectable Occupancies

Structural fires per 1,000 inspectable occupancies over the prior five year period has ranged from a high of 7.5 in FY 2008-09 to a low of 5.31 in FY 2010-11. The bureau projection for FY 2012-13 is 5.53 structural fires per 1,000 inspectable occupancies.



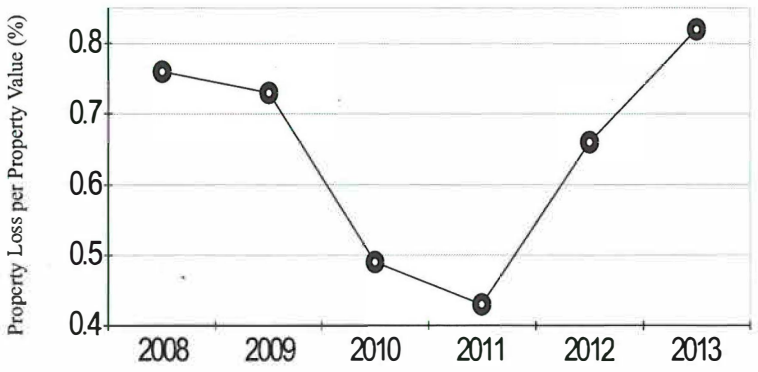
Lives Lost Per 100,000 Residents

Lives lost to fire in Portland have averaged 1.0 per 100,000 residents since FY 2005-06.



Property Loss as a Percent of Value of Property

Property loss from fire as a percent of value of property in Portland has remained under 1% (0.49% in FY 2009-10) for the past five years.



	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
Resources					
External Revenues					
Licenses & Permits	1,298,377	1,409,317	1,290,000	1,430,000	1,430,000
Charges for Services	1,541,125	1,235,015	1,200,000	1,190,000	1,190,000
Intergovernmental	1,500,562	1,359,070	3,386,562	1,755,000	1,755,000
Bond & Note	0	7,121,000	0	0	0
Miscellaneous	602,834	227,181	276,200	216,200	216,200
Total External Revenues	**4,942,898**	**11,351,583**	**6,152,762**	**4,591,200**	**4,591,200**
Internal Revenues					
General Fund Discretionary	84,317,127	85,672,498	92,341,264	88,779,206	88,679,206
General Fund Overhead	201,991	182,657	175,141	71,451	71,451
Interagency Revenue	1,349,022	1,644,456	2,658,622	3,167,849	3,167,849
Total Internal Revenues	**85,868,140**	**87,499,611**	**95,175,027**	**92,018,506**	**91,918,506**
Beginning Fund Balance	(333,517)	(454,365)	7,121,000	5,762,000	5,762,000
Total Resources	**$90,477,521**	**$98,396,829**	**$108,448,789**	**$102,371,706**	**$102,271,706**
Requirements					
Bureau Expenditures					
Personnel Services	76,419,071	78,753,781	85,042,925	84,642,716	84,570,992
External Materials and Services	6,011,902	5,701,468	7,437,924	5,450,600	5,422,324
Internal Materials and Services	4,921,140	5,530,952	5,677,722	5,296,390	5,296,390
Capital Outlay	3,579,774	1,624,552	5,893,866	6,982,000	6,982,000
Total Bureau Expenditures	**90,931,886**	**91,610,753**	**104,052,437**	**102,371,706**	**102,271,706**
Fund Expenditures					
Contingency	0	0	4,396,352	0	0
Total Fund Expenditures	**0**	**0**	**4,396,352**	**0**	**0**
Ending Fund Balance	(454,365)	6,786,076	0	0	0
Total Requirements	**$90,477,521**	**$98,396,829**	**$108,448,789**	**$102,371,706**	**$102,271,706**
Programs					
Administration & Support	20,473,353	19,649,682	26,530,743	24,188,574	24,160,298
Emergency Management	0	6	0	0	0
Emergency Operations	63,702,578	65,035,925	69,967,243	71,695,015	71,623,291
Prevention	6,755,955	6,925,140	7,554,451	6,488,117	6,488,117
Total Programs	**90,931,886**	**$91,610,753**	**$104,052,437**	**$102,371,706**	**$102,271,706**

This table summarizes project expenses by capital programs.

Bureau Capital Program / Project	Prior Years	Revised FY 2011-12	Adopted FY 2012-13	Capital Plan FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	5-Year Total
Citywide Projects								
Apparatus Replacement	1,359,000	2,901,778	5,762,000	7,064,000	4,848,000	767,000	0	18,441,000
Total Citywide Projects	**1,359,000**	**2,901,778**	**5,762,000**	**7,064,000**	**4,848,000**	**767,000**	**0**	**18,441,000**
Total Requirements	**1,359,000**	**2,901,778**	**5,762,000**	**7,064,000**	**4,848,000**	**767,000**	**0**	**18,441,000**

Class	Title	Salary Range		Revised FY 2011-12		Proposed FY 2012-13		Adopted FY 2012-13	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000062	Accountant I	38,064	53,123	1.00	53,124	1.00	53,124	1.00	53,124
30000064	Accountant III	54,787	66,893	1.00	66,888	1.00	66,888	1.00	66,888
30000061	Accounting Technician	31,512	43,950	2.00	87,912	2.00	87,912	2.00	87,912
30000434	Administrative Assistant	45,074	69,451	5.00	338,804	5.00	344,015	5.00	344,015
30000433	Administrative Specialist, Sr	41,974	64,626	5.00	297,108	4.00	237,894	4.00	237,894
30000436	Administrative Supervisor I	54,725	72,925	1.00	72,924	1.00	72,924	1.00	72,924
30000441	Business Operations Manager	75,109	100,048	1.00	100,044	1.00	100,044	1.00	100,044
30000442	Business Operations Manager, Sr	93,288	130,291	1.00	121,452	1.00	126,420	1.00	126,420
30000440	Business Operations Supervisor	66,602	89,107	1.00	89,112	1.00	89,112	1.00	89,112
30000449	Business Systems Analyst, Sr	63,378	84,635	1.00	84,636	1.00	84,636	1.00	84,636
30000110	Carpenter	51,438	55,890	2.00	111,792	2.00	111,792	2.00	111,792
30000333	Development Services Technician II	50,690	64,667	1.00	64,668	1.00	64,668	1.00	64,668
30000489	EMS Program Manager	69,826	93,829	1.00	93,828	1.00	93,828	1.00	93,828
30000819	EMS Specialist	86,687	96,779	2.00	200,692	2.00	203,492	2.00	203,492
30000714	Facilities Maintenance Supervisor, Sr	60,341	80,475	1.00	80,472	1.00	80,472	1.00	80,472
30000071	Facilities Maintenance Technician	56,181	60,694	3.00	177,576	3.00	177,576	3.00	177,576
30000566	Financial Analyst, Assistant	45,074	69,451	1.00	69,456	1.00	69,456	1.00	69,456
30000806	Fire Battalion Chief	105,849	110,667	15.00	1,750,901	15.00	1,766,273	15.00	1,766,273
30000803	Fire Captain	85,220	96,237	32.00	3,268,524	31.00	3,220,209	31.00	3,220,209
30000817	Fire Captain, Staff	102,011	102,011	4.00	434,256	5.00	536,676	5.00	536,676
30000432	Fire Chief	115,398	165,381	1.00	171,048	1.00	171,048	1.00	171,048
30000823	Fire Chief, Deputy	96,510	128,363	5.00	663,780	5.00	663,780	5.00	663,780
30000825	Fire Division Chief	105,685	140,567	2.00	290,760	2.00	290,760	2.00	290,760
30000793	Fire Fighter	40,316	72,834	440.00	31,882,434	434.00	32,525,284	434.00	32,525,284
30000795	Fire Fighter Specialist	42,735	77,204	7.00	502,976	7.00	514,624	7.00	514,624
30000808	Fire Inspector	74,222	83,743	24.00	1,971,665	24.00	1,995,863	24.00	1,995,863
30000811	Fire Inspector, Sr	85,220	96,237	7.00	695,446	7.00	715,963	7.00	715,963
30000812	Fire Inspector/Specialist	78,675	88,767	10.00	891,504	10.00	894,045	10.00	894,045
30000815	Fire Investigator	78,675	88,767	7.00	661,248	7.00	661,248	7.00	661,248
30000336	Fire Land Use Review Technician	54,496	69,514	1.00	69,516	1.00	69,516	1.00	69,516
30000798	Fire Lieutenant	74,222	83,743	104.00	9,339,326	102.00	9,283,525	102.00	9,283,525
30000801	Fire Lieutenant, Staff	78,675	88,767	7.00	633,168	6.00	545,502	6.00	545,502
30000826	Fire Marshal	105,685	140,567	1.00	145,380	1.00	145,380	1.00	145,380
30001082	Fire Marshal, Assistant	87,335	116,158	2.00	240,264	2.00	240,264	2.00	240,264
30000800	Fire Training Officer	78,675	88,767	4.00	380,940	3.00	255,736	3.00	255,736
30000822	Harbor Pilot	74,222	83,743	10.00	882,016	10.00	893,841	10.00	893,841
30000400	Hazardous Materials Coordinator	73,674	98,758	1.00	102,144	1.00	102,144	1.00	102,144
30000451	Management Analyst	57,450	76,586	1.00	76,584	1.00	76,584	1.00	76,584
30000453	Management Analyst, Principal	75,109	100,048	1.00	87,588	1.00	91,176	1.00	91,176
30000452	Management Analyst, Sr	63,378	84,635	1.00	78,966	1.00	82,206	1.00	82,206
30000012	Office Support Specialist II	31,512	43,950	2.00	87,912	2.00	87,912	2.00	87,912
30000013	Office Support Specialist III	40,310	51,896	2.00	92,208	1.00	54,654	1.00	54,654
30000112	Painter	51,438	55,890	1.00	55,896	1.00	55,896	1.00	55,896
30000818	Public Education Officer, Assistant	85,220	96,237	1.00	85,224	1.00	85,224	1.00	85,224
30000497	Public Information Manager	69,826	93,829	1.00	93,828	1.00	93,828	1.00	93,828
30000077	Utility Worker II	43,826	47,112	2.00	87,648	1.00	43,824	1.00	43,824
30000131	Vehicle & Equipment Mechanic	51,979	56,472	7.00	390,816	7.00	393,434	7.00	393,434
30000707	Vehicle Maintenance Supervisor I	57,450	76,586	1.00	76,584	1.00	76,584	1.00	76,584
30000708	Vehicle Maintenance Supervisor II	63,378	84,635	1.00	84,636	1.00	84,636	1.00	84,636
30000519	Video Production Manager	57,450	76,586	1.00	76,584	1.00	76,584	1.00	76,584

Class	Title	Salary Range Minimum	Salary Range Maximum	Revised FY 2011-12 No.	Revised FY 2011-12 Amount	Proposed FY 2012-13 No.	Proposed FY 2012-13 Amount	Adopted FY 2012-13 No.	Adopted FY 2012-13 Amount
30000518	Video Production Specialist	54,725	72,925	1.00	72,924	1.00	72,924	1.00	72,924
TOTAL FULL-TIME POSITIONS				737.00	58,535,182	724.00	58,931,400	724.00	58,931,400
30000333	Development Services Technician II	50,690	64,667	0.90	47,844	0.90	49,265	0.90	49,265
30000474	EAP Specialist	54,725	72,925	0.90	32,932	0.90	34,280	0.90	34,280
TOTAL PART-TIME POSITIONS				1.80	80,776	1.80	83,545	1.80	83,545
30000713	Facilities Maintenance Supervisor	54,725	72,925	1.00	70,348	0.67	48,077	0.67	48,077
30000793	Fire Fighter	40,316	72,834	14.17	758,356	4.00	273,168	4.00	273,168
TOTAL LIMITED TERM POSITIONS				15.17	828,704	4.67	321,245	4.67	321,245
GRAND TOTAL				753.97	59,444,662	730.47	59,336,190	730.47	59,336,190

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

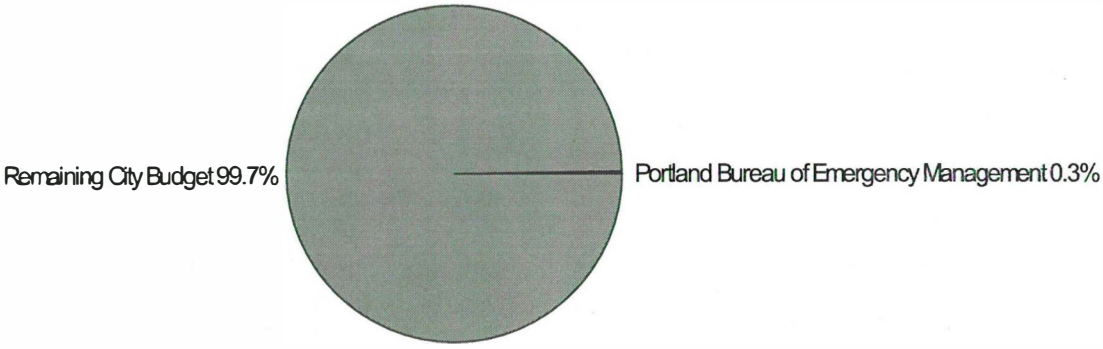
Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2012-13	103,431,402	0	103,431,402	739.47	FY 2012-13 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	(300,000)	0	(300,000)	(10.00)	Eliminate the Return to Work program
	(5,000)	0	(5,000)	0.00	Eliminate landline phone accounts
	(63,731)	0	(63,731)	(1.00)	Eliminate an OSSIII position
	(70,000)	0	(70,000)	0.00	Investigation OT/standby schedule
	(120,000)	0	(120,000)	0.00	Overtime reduction
	(68,968)	0	(68,968)	(1.00)	Eliminate a Utility Worker position
	(87,456)	0	(87,456)	(1.00)	Eliminate Administrative Specialist position
	0	(200,000)	(200,000)	0.00	Turnout/clothing replacement reduction
	0	(100,000)	(100,000)	0.00	Building deferred maintenance
	0	(20,000)	(20,000)	0.00	Dry dock reduction
	0	(55,000)	(55,000)	0.00	Defibrilator replacement reduction
	0	(26,700)	(26,700)	0.00	Trainee EMT certification reduction
	0	(50,000)	(50,000)	0.00	Tools/equipment reduction
	0	(120,000)	(120,000)	0.00	Overtime reduction - one-time
	0	(50,000)	(50,000)	0.00	Specialty team equipment reduction
	0	(101,478)	(101,478)	0.00	EM&S reduction one-time
	0	(18,029)	(18,029)	0.00	Non-represented merit freeze
	0	(150,000)	(150,000)	0.00	New apparatus outfitting reduction
	(337,289)	0	(337,289)	0.00	OMF interagency adjustments
	(194,666)	0	(194,666)	0.00	Call shift/OT reduction ongoing
	0	669,809	669,809	0.00	Station staffing - one-time
	0	408,812	408,812	4.00	Rescue unit (RRV) funding - one-time
Approved Budget Additions and Reductions					
	0	(71,724)	(71,724)	(0.50)	Eliminate .50 HazMat position
	0	(28,276)	(28,276)	0.00	Additional reduction to EM&S
Adopted Budget Additions and Reductions					
	0	71,724	71,724	0.50	Add back .50 HazMat position
	0	(71,724)	(71,724)	0.00	Alternate reduction to personnel services
	(1,247,110)	**87,414**	**(1,159,696)**	**(9.00)**	**Total FY 2012-13 Decision Packages**
			102,271,706	**730.47**	**Total Adopted Budget**

Portland Bureau of Emergency Management

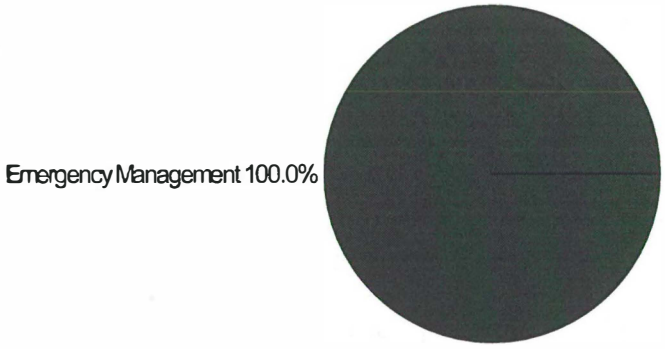
Public Safety Service Area

Mayor Sam Adams, Commissioner-in-Charge
Carmen Merlo, Director

Percent of City Budget

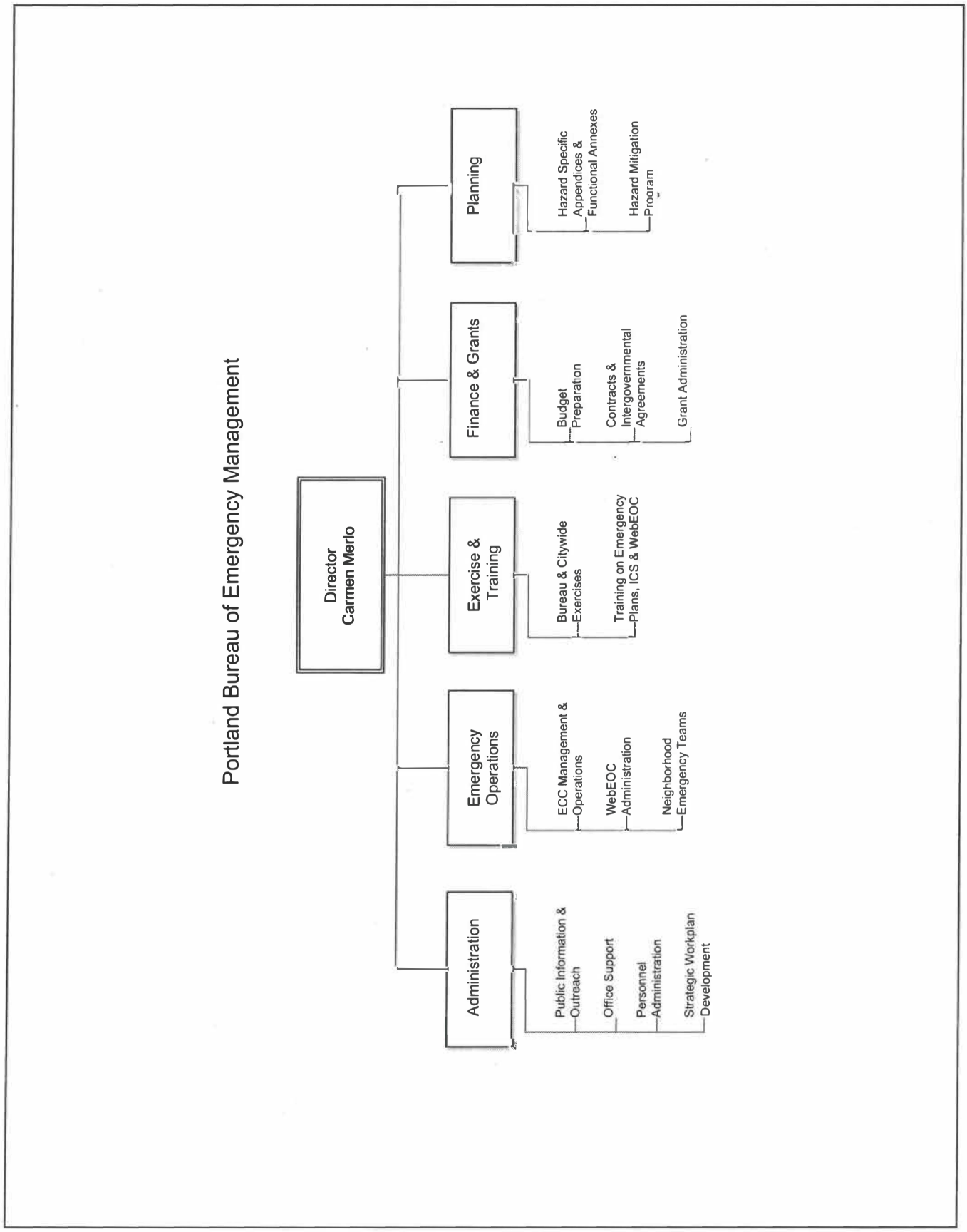


Bureau Programs



Bureau Overview

Requirements	Revised FY 2011-12	Adopted FY 2012-13	Change from Prior Year	Percent Change
Operating	8,302,954	9,101,172	798,218	9.61
Capital	0	0	0	0.00
Total Requirements	**8,302,954**	**9,101,172**	**798,218**	**9.61**
Authorized Positions	18.90	17.00	(1.90)	(10.05)


Portland Bureau of Emergency Management
Director
Carmen Merlo
Administration
Public Information & Outreach
Office Support
Personnel Administration
Strategic Workplan Development
Emergency Operations
ECC Management & Operations
WebEOC Administration
Neighborhood Emergency Teams
Exercise & Training
Bureau & Citywide Exercises
Training on Emergency Plans, ICS & WebEOC
Finance & Grants
Budget Preparation
Contracts & Intergovernmental Agreements
Grant Administration
Planning
Hazard Specific Appendices & Functional Annexes
Hazard Mitigation Program

Bureau Summary

Bureau Mission

Protect lives, property, and the environment through a coordinated and responsive emergency management program.

Bureau Overview

The Portland Bureau of Emergency Management (PBEM) works behind the scenes, before, during, and after emergencies to minimize the impacts on the community and promote a culture of resiliency. Resilience in this context describes the ability of the City's infrastructure, services, and citizens to 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.

For FY 2012-13, the bureau's work is aligned around five strategic goals:

- Integrating emergency management into broader community goals and investment strategies - that is, promoting economic and community recovery through mitigation, continuity of operations planning, damage assessments, and support for restoration activities.
- Adopting a "whole community" approach to emergency management that promotes equitable access and integration of historically underserved and at-risk populations in emergency planning processes.
- Prompting household action by increasing the visibility of actual preparedness and mitigation activities.
- Facilitating effective response by advancing Emergency Coordination Center (ECC) and ECC responder readiness.
- Adopting a strategic planning process that ensures plans are vertically and horizontally synchronized with appropriate bureaus, stakeholder agencies, and jurisdictions.

PBEM's Program Structure

PBEM's organizational structure reflects an integrated and coordinated approach to emergency management and consists of the following five program areas:

- Administration
- Emergency Operations and Emergency Coordination Center
- Planning
- Finance and Grants
- Exercise and Training

Strategic Direction

The following two principles guide decisions and actions at PBEM:

Effective Coordination

PBEM works closely with City bureaus, regional emergency management partners, the private sector, and nongovernmental organizations to develop plans that reduce vulnerability to hazards, maintain capacity to deliver essential services without interruption, and ensure coordinated responses to complex incidents.

Shared Responsibility

A large-scale emergency will easily overwhelm the City's resources and ability to effectively respond. While the City plays an important role, community resilience depends on public and private sector organizations and the public working collaboratively to strengthen community resilience.

Service Improvement Plan

PBEM will target three operational areas for service improvements in FY 2012-13.

Planning

In FY 2012-13, PBEM will work with the Office of Management and Finance (OMF) to complete a Citywide Continuity of Operations Plan (COOP) to inform the identification and prioritization of personnel and resources needed to perform essential functions and achieve recovery time objectives.

Additionally, PBEM will continue to ensure emergency plans involve appropriate bureaus, stakeholder agencies, and jurisdictions.

Coordination

PBEM will continue working closely with regional partners to coordinate information sharing and resource management before, during, and after a disaster under the auspices of the Urban Area Security Initiative (UASI) funded by the U.S. Department of Homeland Security. PBEM continues to expand the Public Alerts brand as a trusted source of official information and cultivate the website as a centralized regional resource for information on major service disruptions.

Preparedness

The City has identified a suitable site on the west side of the Willamette River for staging equipment and supplies, providing an alternate facility for overseeing emergency coordination activities and locating a second west side City-owned fueling station. Additionally, the City is currently in a bid review process for a new ECC facility that will co-locate PBEM, Water Bureau Emergency Management, and Water Bureau Security. Construction is planned to begin in the spring of 2012.

Last year, PBEM worked with Neighborhood Emergency Team (NET) volunteers and the City Attorney's office to address citizen member liability concerns. For FY 2012-13, PBEM will continue to implement the recommendations of the NET Organization and Responsibilities Working Group and other governance efforts to ensure the sustainability and accountability of the NET program. Specifically, efforts this year will strengthen shared understanding of the roles, responsibilities, and expectations of NETs, team leaders, team members, and PBEM staff and determine how these considerations condition the structural arrangements required to support reliable operations before, during, and after emergencies. Program improvements will focus on supporting:

- team capacity;
- team, leadership and team member roles;
- program structure; and
- notification, mobilization, and deployment.

Summary of Budget Decisions

Reductions

The Adopted Budget includes a 6% ongoing reduction to the bureau's General Fund appropriation, additional OMF interagency savings, and non-represented merit and COLA freezes.

Internal Materials and Services Reductions

PBEM is able to reduce its current Interagency Service Level Agreements and external materials & services budgets by $42,411 to meet the discretionary reduction targets. Reductions are experienced through migrating to a web-hosted solution for WebEOC failover, thereby reducing the need for the Bureau of Technology Service's (BTS) server support. WebEOC is a regional system utilized by the Portland urban area. BTS supports the solution for off-site hosting and the move of the failover to the current vendor. In addition, PBEM will reduce ongoing office rent. This reduction is attributed to the bureau paying down its portion of the ECC debt service.

OMF Interagency Adjustments

The package reflects a decrease of $37,280 in interagency costs resulting from decision packages in the Office of Management and Finance. An adjustment to the bureau's ongoing General Fund discretionary target was made to balance the decreased costs.

Non-Represented Merit Freeze

The package reflects a decrease of $7,860 in personnel services costs resulting from a freeze on merit increases in FY 2012-13 for non-represented employees making more than $45,000 per year.

Emergency Management

Description

PBEM's subprograms include:

Administration

The Director's office provides overall direction and management in support of the bureau's mission and objectives. The goals for the program include the implementation of a three-year strategic plan that defines the City's emergency management objectives, encourages collaboration across portfolios and levels of government, and secures commitments to ensure the delivery of essential services to expedite recovery.

Emergency Operations and Emergency Coordination Center

PBEM provides support for the City's elected leaders and senior executives during emergencies. The Emergency Operations and Coordination section develops and maintains critical relationships through the DPC and Emergency Management Steering Committee. This program is also responsible for maintaining and operating the ECC and related infrastructure. Program goals are to use a stakeholder engagement process to drive service delivery improvements and effectiveness.

Responsibilities also include overseeing community outreach, preparing and disseminating public information on the nature of hazards, protective measures, and the responsibilities of government and individuals in an emergency. The program also delivers training and educational programs to community groups and neighborhood volunteers; this section promotes citizen participation via Neighborhood Emergency Teams, which provide surge capacity support to emergency responders to manage effectively in disasters.

Planning

The Planning section is responsible for coordinating citywide plans that prepare for, mitigate, respond to, and recover from any emergency. Mitigation plans based on hazard and risk assessments are used to prepare comprehensive land use plans, such as the Portland Plan, and to inform public and private projects that reduce vulnerabilities in hazard-prone areas of the city. The Basic Emergency Operations Plan provides the basis for decision making during an emergency and its immediate aftermath.

Finance and Grants

The Finance and Grants section maintains the financial integrity of the bureau through administrative support and oversight, budget development, accounting, expenditure monitoring, and financial reporting. This program administers several federal homeland security, ARRA and emergency management performance grant programs. The program goals are to continue to improve customer service to our regional partners, vendors, and the public ensuring collaborative efforts in preparing for emergencies and disasters.

Exercise and Training

The Exercise and Training section is responsible for evaluating the effectiveness of planning, preparedness, and response exercises and ensuring the implementation of lessons learned from these events. Program goals include developing regional information sharing and resource management protocols, conducting ECC position-specific training, and additional training courses that comply with the commitment to adopt and implement the National Incident Management System and the Homeland Security Exercise and Evaluation Program. These programs ensure continuous improvement of the City's emergency management capabilities.

Goals

The Portland Bureau of Emergency Management remains committed to achieving each of the five goals identified in its 2011-2013 strategic plan. See the Bureau Overview section under the Bureau Summary.

Performance

FY 2012-13 Performance Measures and Targets:

- Administration performance measures and targets include completing at least 60% of strategic plan objectives and conducting eight semi-annual employee performance reviews.
- Emergency Operations and Coordination performance measures and targets include conducting 69 ECC equipment checks and providing initial training to 70 NET volunteers and offering advanced training to 40 NET Volunteers.
- Planning performance measures and targets include reviewing and updating six existing plans, finalizing three new plans, and beginning development of two new plans.
- Finance and Grants performance measures and targets include resolving 100% of time audit findings within one year of audit release.
- Exercise and Training performance measures and targets include coordinating three emergency response exercises, offering 12 emergency management training courses, and enrolling 200 city employees (at least 100 in non-public safety job titles) in these courses.

Changes to Services and Activities

Emergency Planning Around Neighborhood Hubs - The Portland Plan introduced the concept of the 20-Minute Neighborhoods Index, which ranks areas of the city with respect to access to amenities and services (for example, grocery store, park, community center, elementary school, frequent transit).

This concept has broader appeal for emergency management because our main goal after a large-scale earthquake is to keep people in their homes if it is safe to do so. We know that when people are displaced from their home or neighborhood for a long period of time - the chances of them returning are small and that will slow down the city's recovery. We also know that keeping people in their homes may mean they do not have access to essential services (water, food, sanitation, medical supplies) - so we want to provide those services to them within a reasonable distance from their homes. Thus, the interest in 20-minute neighborhood hubs.

PBEM is proposing to organize the Neighborhood Emergency Teams by neighborhood hubs. This would allow multiple teams to live and train in a neighborhood hub and more easily reach designated staging areas and essential services.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	14.82	18.90	18.90	17.00	17.00
Expenditures					
Administration & Support	4,880,407	5,544,407	6,807,079	7,758,237	7,720,957
Community Emergency Services	212,795	146,194	0	0	0
Emergency Management	0	0	0	(11,431)	25,849
Emergency Operations	311,784	362,997	480,038	371,453	371,453
Exercises & Training	254,728	346,969	339,956	343,623	343,623
Planning & Mitigation	175,357	159,878	674,095	536,908	536,908
Public Information Office	0	0	0	102,382	102,382
Total Expenditures	**5,835,071**	**6,560,445**	**8,301,168**	**9,101,172**	**9,101,172**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Effectiveness					
Percent of bureau strategic plan up to date	NA	NA	60%	60%	60%
Number of semi-annual performance reviews of PBEM	NA	NA	8	8	8
Percent of time audit findings are resolved within a year of audit release	NA	NA	100%	100%	100%
Number of ECC equipment checks to ensure ECC readiness	NA	NA	69	69	69
Number of new plans adopted/finalized annually	NA	NA	1	3	3
Number of courses on incident management, ECC ops, communications, resource management, damage assmt, WMD awareness delivered to city employees & region partners	NA	NA	12	12	12
Workload					
Number of NET volunteers trained	NA	NA	60	70	70
Number of advanced NET volunteers trained	NA	NA	40	40	40
Number of existing plans reviewed/updated annually	NA	NA	6	6	6
Number of new plans in development	NA	NA	2	2	2
Number of non-public safety employees participating in trainings/ exercises/response to actual events annually	NA	NA	100	100	100
Number of city employees participating in trainings/exercises annually	NA	NA	200	200	200
Number of emergency response trainings/exercise coordinated by PBEM annually	NA	NA	3	3	3

Portland Bureau of Emergency Management

Summary of Bureau Budget

Public Safety Service Area

	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
Resources					
External Revenues					
Intergovernmental	3,533,406	3,917,757	6,533,227	7,393,914	7,393,914
Miscellaneous	1,706	660	0	0	0
Total External Revenues	**3,535,112**	**3,918,417**	**6,533,227**	**7,393,914**	**7,393,914**
Internal Revenues					
General Fund Discretionary	652,915	588,620	671,186	619,303	619,303
General Fund Overhead	978,096	1,000,502	1,081,541	1,087,955	1,087,955
Interagency Revenue	1	13,450	17,000	0	0
Total Internal Revenues	**1,631,012**	**1,602,572**	**1,769,727**	**1,707,258**	**1,707,258**
Beginning Fund Balance	(4,767,109)	(5,436,055)	0	0	0
Total Resources	**$399,015**	**$84,934**	**$8,302,954**	**$9,101,172**	**$9,101,172**
Requirements					
Bureau Expenditures					
Personnel Services	1,459,341	1,631,694	1,978,182	2,038,099	2,038,099
External Materials and Services	3,953,482	4,456,315	5,869,419	6,700,249	6,700,249
Internal Materials and Services	422,247	440,011	455,353	362,824	362,824
Capital Outlay	0	32,425	0	0	0
Total Bureau Expenditures	**5,835,071**	**6,560,445**	**8,302,954**	**9,101,172**	**9,101,172**
Fund Expenditures					
Total Fund Expenditures	**0**	**0**	**0**	**0**	**0**
Ending Fund Balance	(5,436,055)	(6,475,511)	0	0	0
Total Requirements	**$399,015**	**$84,934**	**$8,302,954**	**$9,101,172**	**$9,101,172**
Programs					
Administration & Support	0	0	(4,814)	0	0
Emergency Management	5,835,071	6,560,445	8,301,168	9,101,172	9,101,172
Emergency Operations	0	0	6,600	0	0
Total Programs	**5,835,071**	**$6,560,445**	**$8,302,954**	**$9,101,172**	**$9,101,172**

Class	Title	Salary Range Minimum	Salary Range Maximum	Revised FY 2011-12 No.	Revised FY 2011-12 Amount	Proposed FY 2012-13 No.	Proposed FY 2012-13 Amount	Adopted FY 2012-13 No.	Adopted FY 2012-13 Amount
30000063	Accountant II	49,754	60,798	1.00	58,716	1.00	59,760	1.00	59,760
30000430	Emergency Management Director	93,288	130,291	1.00	130,296	1.00	130,296	1.00	130,296
30000790	Emergency Management Operations Manager	80,787	107,557	1.00	94,188	1.00	96,435	1.00	96,435
30000566	Financial Analyst, Assistant	45,074	69,451	1.00	45,072	1.00	45,072	1.00	45,072
30000452	Management Analyst, Sr	63,378	84,635	1.00	81,589	1.00	84,636	1.00	84,636
30000012	Office Support Specialist II	31,512	43,950	1.00	43,956	1.00	43,956	1.00	43,956
30000464	Program Coordinator	60,341	80,475	1.00	56,976	1.00	58,341	1.00	58,341
30000465	Program Manager	63,378	84,635	2.00	169,151	2.00	169,272	2.00	169,272
30000463	Program Specialist	54,725	72,925	4.00	284,540	4.00	287,237	4.00	287,237
30000495	Public Information Officer	63,378	84,635	1.00	78,000	1.00	81,204	1.00	81,204
TOTAL FULL-TIME POSITIONS				14.00	1,042,484	14.00	1,056,209	14.00	1,056,209
TOTAL PART-TIME POSITIONS				0.00	0	0.00	0	0.00	0
30000450	Management Assistant	45,074	69,451	0.90	35,796	0.00	0	0.00	0
30000466	Program Manager, Sr	75,109	100,048	1.00	80,016	1.00	83,292	1.00	83,292
30000463	Program Specialist	54,725	72,925	3.00	195,996	2.00	136,449	2.00	136,449
TOTAL LIMITED TERM POSITIONS				4.90	311,808	3.00	219,741	3.00	219,741
GRAND TOTAL				18.90	1,354,292	17.00	1,275,950	17.00	1,275,950

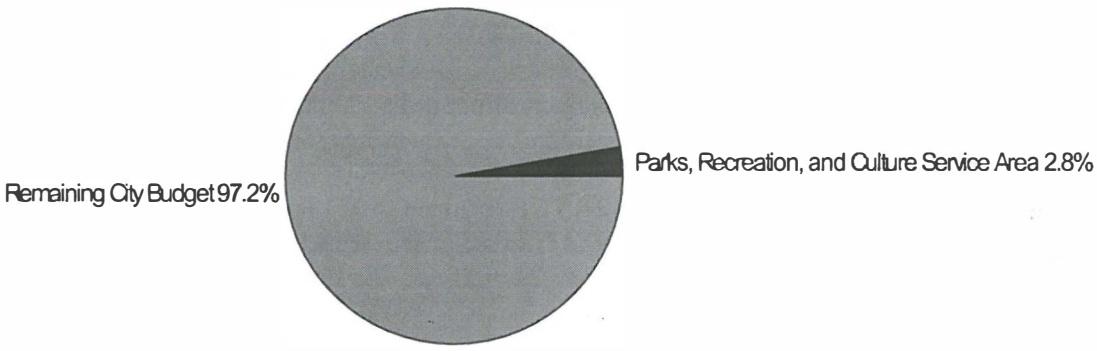
This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2012-13	1,794,809	7,393,914	9,188,723	17.00	FY 2012-13 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	(37,612)	0	(37,612)	0.00	Server support and other BTS reductions
	(4,799)	0	(4,799)	0.00	Reductions in Facilities debt service
	0	(7,860)	(7,860)	0.00	Non-represented merit freeze
	(37,280)	0	(37,280)	0.00	OMF interagency adjustments
Approved Budget Additions and Reductions					
	0	0	0	0.00	None
Adopted Budget Additions and Reductions					
	0	0	0	0.00	None
	(79,691)	**(7,860)**	**(87,551)**	**0.00**	**Total FY 2012-13 Decision Packages**
			9,101,172	**17.00**	**Total Adopted Budget**

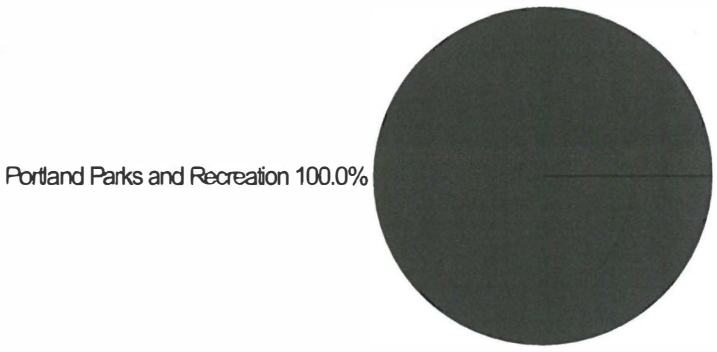
Parks, Recreation, and Culture Service Area

- Portland Parks and Recreation

Percent of City Budget



Percent of Service Area Budget



Service Area Overview

Requirements	Revised FY 2011-12	Adopted FY 2012-13	Change from Prior Year	Percent Change
Operating	93,163,727	78,833,171	(14,330,556)	(15.38)
Capital	21,408,689	21,595,385	186,696	0.87
Total Requirements	**114,572,416**	**100,428,556**	**(14,143,860)**	**(12.34)**
Authorized Positions	445.13	411.13	(34.00)	(7.64)

Service Area Highlights

Description

The Parks, Recreation, and Culture service area includes services for Portland Parks & Recreation, the Golf program, Portland International Raceway (PIR), and the Parks Capital Improvement Program Fund.

Major Themes

Portland Parks & Recreation Operating Budget

The FY 2012-13 Adopted Budget for Parks includes a $2.9 million reduction in ongoing General Fund discretionary resources, of which $981,829 is attributable to support, management, and administrative functions affecting 10.0 FTE. In addition, the bureau has been allocated $370,000 of one-time General Fund resources to continue three Teen Programming positions and the summer lunch program.

Parks Construction and Maintenance Program

Parks' FY 2012-13 CIP budget is $21.6 million. Of this amount, $1.2 million is supported by the City's General Fund with remaining funding derived from grants, system development charges, the Portland Development Commission, Metro, and other sources.

Portland International Raceway

The FY 2012-13 Adopted Budget for PIR includes $1.8 million in program fee revenues, $1.4 million in bureau level expenditures, and $1.1 million in fund level expenditures that include contingency and debt service. The Adopted Budget includes 6.0 FTE.

Golf Program

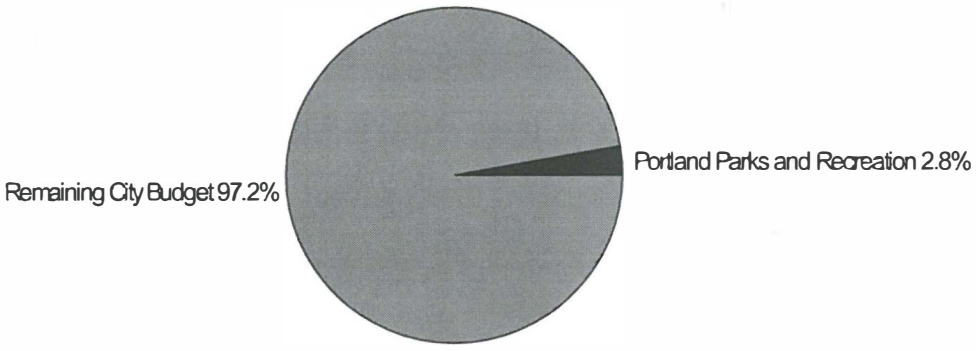
The FY 2012-13 Adopted Budget for the Golf program is $8.8 million of which $7.3 million is bureau level expenditure and $1.5 million is comprised of contingency and debt service expenditures. Revenues for the Golf program are primarily derived from rounds of golf played and golf course concessions. The Golf program does not receive any General Fund resources. The FY 2012-13 Adopted Budget includes 29.0 FTE.

Portland Parks and Recreation

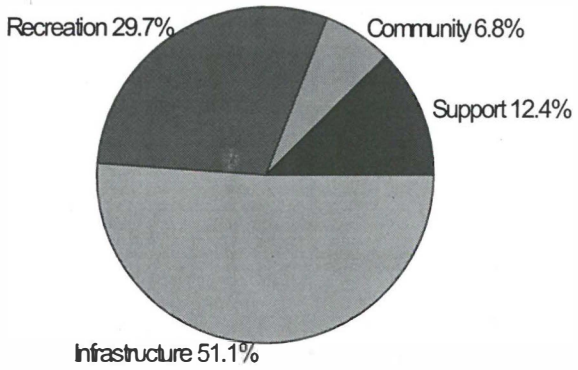
Parks, Recreation, and Culture Service Area

Nick Fish, Commissioner-in-Charge
Mike Abbaté, Director

Percent of City Budget

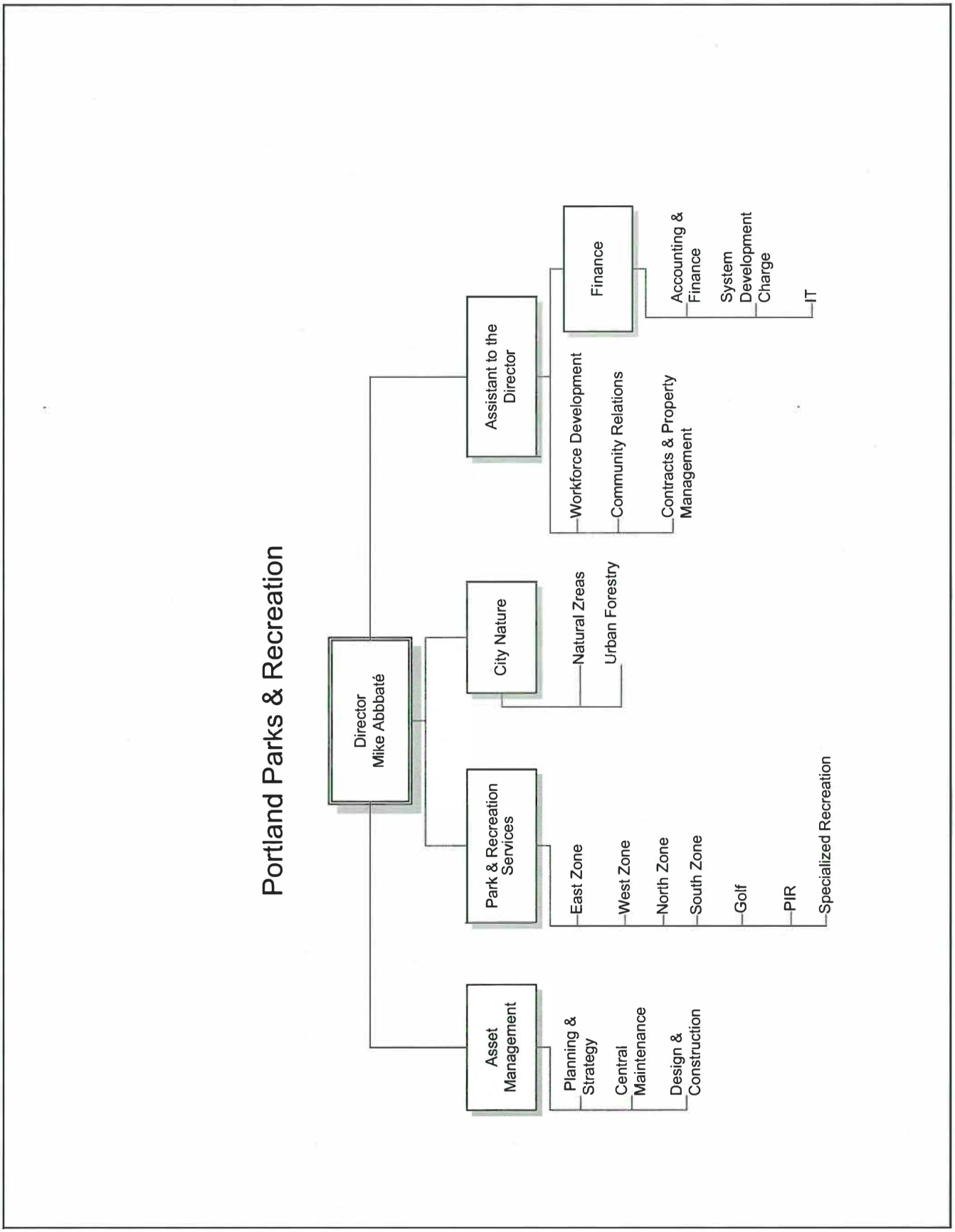


Bureau Programs



Bureau Overview

Requirements	Revised FY 2011-12	Adopted FY 2012-13	Change from Prior Year	Percent Change
Operating	93,163,727	78,833,171	(14,330,556)	(15.38)
Capital	21,408,689	21,595,385	186,696	0.87
Total Requirements	**114,572,416**	**100,428,556**	**(14,143,860)**	**(12.34)**
Authorized Positions	445.13	411.13	(34.00)	(7.64)


Portland Parks & Recreation
Director
Mike Abbbaté
Assistant to the Director
Finance
Accounting & Finance
System Development Charge
IT
Workforce Development
Community Relations
Contracts & Property Management
City Nature
Natural Zreas
Urban Forestry
Park & Recreation Services
East Zone
West Zone
North Zone
South Zone
Golf
PIR
Specialized Recreation
Asset Management
Planning & Strategy
Central Maintenance
Design & Construction

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 (Parks) 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 and 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 11,209 acres, which represents about 12% of the geographical area within the City of Portland. Not included in this acreage are 238,000 street trees that are the responsibility of Parks staff. Parks operates 13 swimming pools, 12 community centers, three 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 411 full-time equivalent (FTE) regular employees and more than 2,600 seasonal staff in a variety of roles. Additionally, the organization enhances service levels with more than 453,000 hours of volunteer time each year. Services are delivered bysix 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 operational support services.

Asset Management

This department provides bureau-wide direction and guidance for planning, maintenance, and capital improvements of a sustainable park and recreation system.

Office of the Director

The Office of the Director 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. The office accomplishes this through support from the Community Relations division which includes Friends Groups, Volunteer Services, Outreach, Media, and Grant Coordination programs. The Finance division provides support and direction to other departments, City bureaus, and outside agencies regarding finance, accounting, information technology, and property acquisitions. The Property and Business Development division provides bureau-wide contract support, customer service, and business development efforts. The Office of the Director also provides bureau-wide support through security, human resources, risk and safety, and diversity development.

Services and Programs

All Parks' services are organized into four programs and 13 sub-programs. These include 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 here and discussed in greater detail in the program sections.

Recreation Services

Recreation services are provided by most departments within Parks. These services are related to planning and organizing recreational activities, using Parks facilities or other facilities. Major areas of recreation include aquatics, arts, community and social activities, and 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 in Parks facilities or at facilities owned by other entities. Most services are provided at an introductory skill level, with some at the intermediate skill level, and a few at the advanced skill level.

Infrastructure Services

These services are related to providing places and facilities for recreation. The services range from acquiring property to designing, constructing, and maintaining parks, park amenities, natural areas, trails and buildings. Parks assets range from community centers to restrooms.

Infrastructure services are provided by departments in City Nature, Parks and Recreation Services, and Asset Management.

Community Services

Community services are provided by all departments. These services are often not as visible to the public as recreation and infrastructure services, but are essential to connect people with Parks' services. 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 and feel welcome.

Support Services

Support services strengthens Parks' organizational integrity, effectiveness, and efficiency through business planning, process improvements, and systems planning. Bureau performance is measured, monitored, and evaluated within a strategic management framework. Core business services such as finance, accounting, contracts, property acquisitions, information technology, employee support, and risk management/loss reduction services are in this program area.

Strategic Direction

Introduction

Parks delivers a broad spectrum of services through a range of programs and assets. A few of Parks' new facilities are specifically designed for parks and recreation, however the overall asset base is aging and many of the facilities were originally built for other purposes; these older assets create many challenges. The bureau's strategic direction is focused on realizing the long-term vision articulated in Parks Vision 2020.

The bureau has been implementing a three-year Strategic Plan for the years 2008-11. An update to the existing plan will begin in 2012 for years 2012-15.

Service Improvement Plan

Parks 2008-11 Strategic Plan

The strategic plan for these years focuses on the following 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 to focus efforts under conditions of limited resources.

Manage and Protect Assets

Desired Outcomes

- 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. Continuing major maintenance on existing assets while also ensuring that the recreational needs of a growing and changing population are met with new parks and recreation facilities is a challenge that Parks must address 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 challenges, Parks proposes to:

- apply a total asset management framework that is integrated with Parks business planning, budget, and performance management processes;
- acquire land based upon established priorities;
- implement a land acquisition and 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; and
- propose a future capital bond measure to provide resources for the above strategies.

Reach and Involve the Community

Desired Outcomes

- Increased community awareness and appreciation through participation in a healthy parks system
- Diverse and plentiful opportunities for engagement with Parks 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 parks and recreation services.

Strategies

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

- implement clear and consistent communication tools;
- enrich visitor experiences through increased interpretive activities;
- strengthen current approaches to community outreach involvement; and
- increase leadership development within diverse groups.

Improve Service Delivery

Desired Outcomes

- 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 the community despite limited fiscal and physical resources.

Strategies

In order to attain the desired outcomes while dealing with the 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; and
- strengthen coordination and collaboration with other City bureaus and government agencies.

Enhance Organizational Capacity

Desired Outcomes

- 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 challenges, Parks proposes to:

- promote workforce development;
- improve Parks work processes and practices; and
- enhance Parks financial plan and policies to stabilize the revenue base and guide decision making.

Summary of Budget Decisions

The FY 2012-13 Budget for Parks includes $370,000 of one-time General Fund resources and continues three Teen Programming positions. This budget includes $2.9 million in reductions of ongoing General Fund resources of which $981,829 is attributable to support, management, and administrative functions affecting 10.0 FTE. Overall 31.7 FTE will be eliminated in this budget, of which 12.9 were unfunded.

Add Packages

Teen Programming

General Fund one-time resources of $300,000 are included in this budget to continue the Teen program which will allow Parks to continue to meet the objectives set out several years ago. This program has expanded the hours of programming and operations at Mt. Scott, Montavilla, East Portland, Matt Dishman, and University Park community centers to reach teens beyond the regular day with a variety of sports, leadership, arts, cultural, education, and outdoor activities. The program includes focused outreach enabling teens to guide program development through leadership and teamwork skills.

Portland Summer Lunch Program

This budget includes $70,000 one-time General Fund for a free or reduced federal lunch program. The number of children qualifying for the free or reduced fee lunch at school is at an all-time high. For some children, the meal they receive at school is the only balanced meal they may get that day. Once school ends for the year, Parks serves as a primary provider for free lunch distribution in Portland. Last summer, Parks served over 100,000 lunches through this program.

The free lunches are distributed at 23 Summer Playground program sites and community centers. The Summer Playground program is typically an eight week program from mid-June to mid-August. Funding will help Parks provide the meal program to fill gaps in summer and to reach more sites where the need is greatest.

Reduction Packages

Printing & Distribution

Parks will be reducing the number of program guides it produces annually saving $100,000. Parks plans to use other marketing methods to communicate with their customers as well as various technologies to mitigate any revenue impacts this reduction might have.

Sponsorship

This $50,000 reduction package eliminates a vacant sponsorship coordinator position, while retaining funding for seasonal work to assist in the procurement of sponsorships. The impact will be felt by other staff supporting this function in the bureau and will reduce the bureau's capacity to raise funds for program support such as scholarships.

Pass-Through Grants

This reduction eliminates the $284,890 annual grant to local school districts. These funds have been used towards after-school athletic activities which have been significantly reduced over the years due to school districts (Portland Public, Centennial, David Douglas, Parkrose, Reynolds) budget reductions. In an effort to assist school districts, the City has offered to infuse $7.5 million to curtail teacher layoffs throughout the area. This reduction of the school district pass-throughs from the Parks budget should be considered in the overall context of the funding plan to assist the school districts with their budget shortfall.

Outdoor Recreation and Environmental Education

This $71,412 discretionary reduction ($156,193 reduction overall) eliminates one program coordinator position and restructures the Environmental Education, Forestry Outreach, and Stewardship programs. The Outdoor Recreation program will be significantly impacted, but Parks will continue to maintain the special use permits for the US Forest Service and Crater Lake. The restructure of the Environmental Education, Forestry Outreach, and Stewardship programs will result in the fragmentation of this work group; the programs will report to different managers leading to less coordination.

Reduce Daily Park Maintenance

This package reduces $302,948 in the daily park care budget which includes emptying trash cans, litter pick-up, park and amenity safety inspections, graffiti removal, and restroom cleaning. This reduction package would reduce three permanent and some seasonal staff resulting in reallocation of workload, crews, and re-routing of site visits. This package retains some level of seasonal staff to support peak season needs.

Under current resource levels, most parks receive daily visits in which staff empty trash cans, clean restrooms, pick up litter, perform a visual check of playgrounds and equipment, and generally survey the park to identify any maintenance or repair needs, some of which result in work orders to be performed by other work units. Although Parks will try to mitigate any service level reduction, a re-allocation of resources will occur with some level of tasks being deferred or delayed. The level of service reduction each park experiences will be based upon the level of use and the site's amenities.

Close Fulton Community Center

This package eliminates 1.9 FTE after the summer season of 2012 and all programs and services including preschool provided by Parks staff, saving $74,693 of General Fund discretionary resources. This community center was selected due to the low number of visits (18,786) with the highest General Fund subsidy of $4.06 per visit. The facility will be leased out to other parties which will fund 0.5 FTE to manage the facility as well as other costs. Some of the programming that the facility currently provides will continue under a leasing arrangement.

Hillside Community Center Revenue Enhancement

This package will eliminate the General Fund subsidy of $33,524; the neighboring community is agreeing to pay a premium for programming and use of the facility. This premium is estimated to bridge the gap in funding. Currently, the facility has 2.5 FTE who will continue to provide the current level of service.

Park Landscaping

This package reduces $302,948 in landscaping functions in the majority of developed parks, specifically pruning, planting, weeding, mulching, and edging. This reduction package does not include community gardens or horticultural services at other properties.

This package will eliminate three Horticulturists. Remaining horticulturist time will be focused on high traffic areas and areas where they will protect the best by stretching the resources they have available over the largest areas. This package will defer or delay staff's ability to maintain all areas at the same level of care that our public has become supportive of.

Pruning and new plant restoration will be deferred or delayed in some instances due to this package.

Depending upon the amount of weed intrusion, frequency of care to address and maintain landscape beds throughout the developed park system will be affected overall.

Management Reduction

Parks management and support staff reduction generates $856,273 in General Fund discretionary savings. The positions listed below will be impacted. These positions will have their work distributed among other staff in the bureau. It is too soon to determine the total service level impacts that the loss of these positions will have to the public or internal operations of the bureau. Parks will mitigate as much as possible, any degradation to service levels.

- Public Works Supervisor II - (Central Services)
- Sponsorship Coordinator - (Community Relations)
- Outdoor Recreation Supervisor - (City Nature)
- Senior Management Analyst - (Planning)
- Program Coordinator - (Urban Forestry)
- Parks Field Maintenance Supervisor - (Sports Fields)
- Capital Improvement Program Planning Supervisor - (CIP)
- Community Outreach & Information Assistant - (Community Relations)
- Administrative Assistant - (Finance)
- Recreation Leader - (Customer Service Center)

Non-Represented Merit Freeze

The package reflects a decrease of $68,698 in personnel services costs resulting from a freeze on merit increases in FY 2012-13 for non-represented employees making more than $45,000 per year.

Various Revenue Increases

Parks will raise $125,000 in additional revenues through a variety of methods throughout the bureau including transfers from Parks' enterprise funds relating to services the General Fund provides to them.

Property Revenues

Parks is reviewing its current portfolio of properties that can be leveraged to derive additional revenues. This $400,000 revenue increase is what is expected that can be derived annually over a five-year period.

OMF Interagency Adjustments

The package reflects a decrease of $317,287 in interagency costs resulting from decision packages in the Office of Management and Finance. An adjustment to the bureau's ongoing General Fund discretionary target was made to balance the decreased costs.

Eliminate Unfunded Vacancies

This package eliminates vacant 12.9 FTE that have been funded for the last several years in the Parks budget.

Capital Budget

Bureau Summary

CIP Highlights

Parks has in excess of $930 million (replacement value, not including land value) of assets spread over 11,200 acres of park space. PP&R's Capital Improvement Program, which builds upon City priorities, Parks 2020 Vision, and Parks Total Asset Management Plan, has two primary objectives: fixing the system by maintaining what we have, and growing the system by providing recreation opportunities to all residents. Parks does both of these as efficiently and sustainably as possible. Specifically, Parks strives to do the following:

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

Major Issues

Parks continues to face several key challenges in relation to capital investment. These include:

Unmet Service Needs

There are parts of Portland where families and residents do not have ready access to parks, recreation facilities, or open space. Along with deteriorating infrastructure, this has been a citizen concern that is voiced regularly and was thoroughly documented in the Parks 2020 Vision Plan. Providing new parks and recreation facilities is difficult because the magnitude of the upfront investment to acquire or develop property but also due to the limited amount of operating and maintenance resources available. PP&R has a service level goal from Vision 2020 to provide a park or natural area within ¬¾ mile of every resident in Portland. In 2011, PP&R met that service level goal for 79% of Portlanders.

Funding

As Parks creatively seeks alternative funding sources to respond to priority needs, some types of projects are more readily funded than others. The system development charge (SDC) and tax increment financing in urban renewal areas are good sources of funding for land acquisition and project development. This is especially true where population growth and capacity driven needs are the underlying premise to development. However, for most existing infrastructure these types of resources are not available. Finding alternative solutions to fund major capital improvements for existing infrastructure as well as improved ongoing operations and maintenance are major challenges. However, options are being explored to meet these challenges.

Aging Infrastructure

The park system dates back to 1860 and includes many heavily used facilities and active open spaces. Aging infrastructure limits service levels in developed parks, community centers, and cultural facilities. Years of reduced investment and deferred maintenance have further aged infrastructure and increased the funding gap.

Certainty of Operating and Maintenance Funds

One of the greatest issues facing the Parks system is the increasing cost of operations and maintenance (O&M). A dependable, annual revenue stream for O&M is essential to maintain the existing infrastructure in the Portland's park system.

Changes from Prior Years

Parks has completed survey and research work for a potential bond measure, but postponed the delivery of such a measure until the economy improves. It is anticipated that in 2013 more discussion and awareness of a bond measure will occur. It is unknown at this time whether the public would support such a measure. In addition, the following capital projects were completed during the past year:

- Buckman Field Improvements ,Äì Private/Public
- Parklane Playground (E205)
- Gilbert Primary Park Pathways (E205)
- Furey, Claradon, Frazier, and Northeast Sumner Community Gardens
- Pennisula Park Windows

Work continues on the following capital projects:

- Maintenance Facility Improvements (Flavel, Delta Park, and Chimney Park)
- Phase II Waterfront Park Turf Renovation
- Pittock Mansion balustrades
- East Delta Park wastewater line

Strategic Direction

Council Goals and Priorities

Parks continues to develop its system plan, which will help the bureau meet the overall vision laid out in the Parks Vision 2020 Plan. This includes providing a park or open space within a half-mile walk of every residence, acquiring land and trail easements to close the gap within our regional trail system, and working to provide equity of access to recreational activities for all residents. Parks is currently working to develop its 2012-2015 Strategic Plan, which will outline specific initiatives for the bureau to accomplish in the next three years.

City Comprehensive Plan

Parks' Capital Improvement Program is consistent with the existing City Comprehensive Plan directives. The City Comprehensive Plan addresses public facilities and directs Parks to maximize the quality, safety, and usability of parklands and facilities through the efficient operation and maintenance of park improvements, preservation of parks and open space, and equitable allocation of active and passive recreation opportunities for the citizens of Portland.

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

Criteria

Capital projects are prioritized within the bureau's twenty year capital improvement program. Projects are rated through a capital project review committee which uses the Capital Project Review Criteria and Rating system. This rating system and criteria was created through a public process and is incorporated in the Parks Capital Planning Manual.

Each capital project request is reviewed with regard to the following criteria: legal compliance, public support, conforms to City or Parks plans, improves level of service, addresses human health and safety, protects capital assets or facilities, improves environmental quality, effect of operating and maintenance costs and financing/business opportunities. Based upon the rating of each capital project, the ranking for the five-year CIP plan is created for submission in the Parks Capital Budget.

Capital Planning & Budgeting

Capital Planning Process

Parks receives requests for capital projects throughout the year from neighborhoods, field staff, and other public agencies. Projects are developed through neighborhood, district plans, as well as master plans and site specific plans. Because park development is integral to many other City planning efforts, Parks staff coordinates projects with a variety of Citywide teams.

Potential projects are compiled in a database and scored using criteria that includes public support, legal mandate, conformance to City and Parks plans, public health and safety, environmental quality, availability of funding, protection of assets, and effect on the operating budget. Selected projects are then prioritized into the five-year capital forecast and those that are proposed for the next fiscal year are reviewed by an interdepartmental team.

The major challenge to Parks' capital planning is the lack of consistent revenue as well as urgent and unanticipated needs that can result from deferring capital improvements. There have been improvements made to the capital planning process with implementation of a five-year capital forecast, an asset management assessment approach, and an iterative process that includes open discussion of our priorities with the public.

Financial Forecast Overview

For FY 2013-2017 the Capital Improvement Program forecast reflects an expanded emphasis on capital improvements, to address ongoing capital maintenance, large individual capital improvements, system-wide improvement projects, property acquisitions and a focus towards equity of access to our public, in areas not currently meeting our identified levels of services.

Asset Management and Replacement Plans

Parks continues to implement an asset management system approach by updating its current asset registry and integrating asset management into Parks management practices. The funding needed for capital maintenance to the existing asset base over the five-year forecast is $175.8 million. Currently the majority of these funds come from external sources. The current allocation of discretionary General Fund resources is $1,016,883, or $5.1 million over the five-year period. Parks continues to address its highest priority concerns with these funds. Parks continues to look for other sources of funding that can address this current backlog of deferred capital maintenance needs.

Capital Programs & Projects

Capital Program Description

Projects within the capital program meet two primary objectives: maintaining the system and growing the system. Unfortunately, there is a fundamental imbalance between funds available to fix or maintain the system, which are limited, and funds available to grow the system, which are more plentiful. To act as a proper steward of public resources and budget accordingly, Parks attempts to balance the two primary objectives by only growing the parks system as resources are made available to sustain that growth long term. For capital maintenance and new smaller capital projects, Parks requests and sets aside funds each year so that capital maintenance needs can be planned for.

Parks categorizes projects into seven program areas: Acquisitions; Buildings and Pools; Developed Parks; Green Infrastructure; Recreation Features; Utilities, Roads and Trails; and Enterprise. Each program area, except Acquisitions, includes capital maintenance as well as growth-related projects. The $312.1 million, five year distribution of capital projects across the program areas are as follows:

- Acquisitions - $9.5 million or 3%
- Building & Pools - $118.7 million or 38%
- Developed Parks - $75.1 million or 24%
- Green Infrastructure - $9.4 million or 3%
- Recreation Features - $42.8 million or 14%
- Utilities, Roads and Trails - $51.8 million or 17%
- Enterprise - $4.9 million or 1%

Funding Sources

The diverse capital funding sources that provide support the FY 2012-13 include:

- Tax increment financing from the Portland Development Commission (PDC) - $2.8 million (12.8%)
- General Fund (including carryover) - $4.8 million (22.4%)
- System Development Charges (SDC) - $7.5 million (35.0%)
- Enterprise Revenues - $0.2 million (1.0%)
- Interagency (including Metro) funding - $3.2 million (14.8%)
- Donations and grants - $3.1 million (14.8%)

Major Projects

Major Maintenance: Ongoing General Fund support is $1,016,883 for the FY 2012-13 budget process.

Over $130,000 will be used to replace the irrigation system at Ventura Park. Another $65,000 will be used to make sport field improvements at Grant, Fernhill, Knott, Ed Benedict, and Wallace parks. The remainder will be used for emergency repairs to the Mt. Tabor Greenhouse, the masonry stairs at Washington Park, and other Park facilities.

Buildings & Pools: Work continues on the maintenance facilities at Chimney Park, Flavel, and Delta Park. The Flavel maintenance facility should be finished during the summer of 2012.

Green Infrastructure: The Natural Areas Acquisition Strategy provides for planning and ecosystem management with respect to land acquisition that will be funded through the Metro 2006 Natural Areas Bond along with Parks System Development Charges (SDC's). The overall strategy is to link green infrastructure throughout the parks system, which will include some land banking. Additionally, a flood mitigation project at Westmoreland Park has been delayed due to permitting until summer 2013.

Developed Parks: Major projects in this program include Dawson Park, the River District neighborhood park, as well as development projects such as Werbin property in the Cully neighborhood and capital improvements in the Lents Urban Renewal Areas.

Recreation Features: With part of the E205 project completed, work continues on the East Holladay Park and the East Portland Community Center playground. A public/private partnership project at Arbor Lodge Park will develop Harper's Playground, while Parks anticipates a capital improvement to be started with the "Bubble" project at the Portland Tennis Center which will enclose four of the eight outdoor courts and increase the capacity for public indoor tennis.

Utilities, Roads, and Trails: Trail development along the South Waterfront Greenway, Waud Bluff, Marine Drive, and Columbia Slough are the major projects in this category. Metro funding will complete trail renovation and development at Stephens Creek Natural Area, Oaks Bottom, and Marquam Nature Park. Parks SDC is funding the matching requirement on the Chimney to Pier Park Trail Bridge grant which is being managed by Metro.

Net Operating and Maintenance Costs

As new Park assets such as natural areas, skateparks, and pools, are placed into service, Parks will request resources to cover the operating and maintenance costs through the Budget Monitoring Process. This is necessary in order to ensure that new park assets are able to be maintained and are financially sustainable.

Budget Notes

Grounds Keeping Services for Schools

Portland Parks & Recreation will work with local school districts to assess potential efficiencies in the maintenance and management of school grounds by leveraging the scale and expertise of the bureau's groundskeeping management function. The bureau will report back to Council on this assessment in the Fall 2012 Budget Monitoring Process.

Operations and Maintenance Increase to Current Appropriations

Council approves an increase of $214,876 to Portland Parks & Recreation Current Appropriation Level in FY 2013-14 to account for properties and assets coming online during FY 2012-13.

Restructuring of Operational Zones

Council directs bureaus with operational zones in the City, including the Police Bureau, Fire & Rescue, Parks & Recreation, Bureau of Transportation, and the Office of Neighborhood Involvement, to review the borders of those zones and collaborate with the Bureau of Planning and Sustainability on aligning those boundaries where appropriate.

Recreation

Description

The Recreation program provides an extensive range of programmed aquatic, arts, and sports activities which are delivered at community centers, pools, parks, and SUN community schools. The Recreation program also provides education and socialization opportunities that contribute to an enriched and healthful community.

Goals

The Parks strategic plan articulates high level goals for the bureau to achieve over the next three years. Outcome statements most germane to service delivery in the Recreation program include:

- High quality services that balance fiscal responsibility and affordability
- Prioritized services that balance the greater community needs with individuals' demand
- Improved service delivery through partnerships

Performance

Assessing progress towards desired outcomes will be measured through performance measures that monitor conditions in the field, public perception about current conditions, and interventions by Parks that aim to improve conditions. Future year targets indicated below are not necessarily specific to FY 2012-13. In most cases, target values correspond to strategic goals articulated in the Parks 2020 Vision, or the Parks strategic plan.

Changes to Services and Activities

The Recreation program is organized into subprograms, which include multiple locations that are either related to the Arts, Citywide Sports, Aquatics, SUN Schools, or programs at community centers. For FY 2012-13, the reductions that will occur within the Recreation programs are the conversion of Fulton Community Center to a rental facility, and the increase in program revenues by the Hillside Community Center, driven by a premium the neighborhood is willing pay to keep the facility open. The impact to the Fulton Community Center will be 1.9 FTE and will occur after the summer season.

Outdoor recreation as we know of it today, will be significantly impacted. This reduction will eliminate one program coordinator position and the restructure of Environmental Education, Forestry Outreach, and the Stewardship programs. Parks will continue to maintain the special use permits for the US Forest service and Crater Lake. The restructure of the Environmental Education, Forestry Outreach, and Stewardship programs will result in the fragmentation of this work group as the programs will report to different managers.

Parks will be reducing the number of program guides it produces in a year saving $100,000. Parks is sensitive to the revenues that are generated by these guides such that only one-third of the total printing and distribution budget is being impacted. Parks plans to use other marketing methods to communicate with our customers as well as various technologies in mitigating any revenue impacts this reduction might have.

Portland Parks and Recreation

Parks, Recreation, and Culture Service Area

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	132.69	137.60	128.93	123.20	124.20
Expenditures					
Aquatics	4,986,050	5,011,401	5,129,045	4,941,671	5,074,432
Arts	2,183,477	2,202,307	2,498,432	1,971,795	1,967,274
Community and Socialization	10,342,107	10,546,999	10,450,587	10,607,945	10,591,389
Sports and Games	10,322,860	9,982,924	10,238,373	9,982,918	9,982,079
Total Expenditures	**27,834,494**	**27,743,631**	**28,316,437**	**27,504,329**	**27,615,174**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Effectiveness					
Percentage of residents rating the overall quality of parks as good or very good	86%	85%	90%	86%	80%
Percentage of residents rating the overall quality of recreation centers and activities as good or very good	75%	77%	78%	78%	75%
Total Golf Rounds Played	374,282	348,716	425,000	425,000	425,000
Percentage of residents satisfied or very satisfied with the affordability of recreation programs	68%	69%	68%	70%	68%
Percentage of residents who rate the variety of recreation programs as good or very good	70%	71%	70%	71%	65%
Efficiency					
Total cost recovery rate for fee supported programs	33%	33%	33%	33%	30%
Workload					
P.I.R. Number of Use Days	546	500	500	500	500
P.I.R. Attendance (est.)	300,000	250,000	250,000	250,000	250,000

Support

Description

The Support program includes services such as administration, financial management, risk management, long range planning, employee services, strategy, policy development, and performance monitoring.

Goals

The Parks strategic plan articulates high level goals for the bureau to achieve over the next three years. The Support program provides services to all other programs and activities of Parks and is involved in progress towards all the outcomes of the Parks strategic plan. Stated here are the outcome statements most germane to services within the Support program. They include:

- An organization that attracts, cultivates, and develops a safe, 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

Performance

Assessing progress towards desired outcomes will be measured through a variety of performance measures that monitor conditions in the field, public perception about current conditions, and interventions by Parks that aim to improve conditions. Future year targets that are indicated below are not necessarily specific to FY 2012-13. In most cases, target values correspond to strategic goals articulated in the Parks 2020 Vision or the Parks strategic plan.

Changes to Services and Activities

The FY 2012-13 budget has over $1 million in support and administrative reductions. A position will be eliminated in the finance function. The current position handles time collection, new hire, merit and exception reporting and analysis. This work will be allocated to others in the division with the assistance from seasonal help.

In addition, Parks will eliminate $61,092 in General fund discretionary resources that would have provided office support to the various activities throughout our Mt Tabor Central Services operations.

A planning position is being eliminated thereby reducing the Planning group's ability to manage its current workload. This will defer or greatly delay projects as they come forward.

For this next year, revenues will be derived from a variety of methods throughout the bureau, including enterprise funds where General Fund support is provided.

In addition, Parks is looking at its portfolio of property where Parks can leverage additional revenues.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	62.70	72.70	78.15	63.68	64.68
Expenditures					
Business Services	9,775,173	11,132,850	11,296,942	10,509,828	10,596,274

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
Planning	1,143,376	1,158,795	1,194,329	967,475	966,579
Total Expenditures	**10,918,549**	**12,291,645**	**12,491,271**	**11,477,303**	**11,562,853**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Effectiveness					
Percentage of employees satisfied or very satisfied	76%	70%	80%	80%	76%
Percentage of employees rating internal communication as good or very good	43%	43%	50%	50%	50%
Minority employees as a percentage of total	16%	15%	21%	15%	15%
Female employees as a percentage of total	38%	37%	51%	37%	37%
Annual greenhouse gas emissions	14,113	14,101	13,500	13,500	13,000
Efficiency					
Workers compensation claims per 100 workers	7.60	8.90	7.00	7.00	7.00

Infrastructure

Description

The Infrastructure program includes all activities related to maintenance, capital construction, and design of Parks facilities, structures, grounds, parks, and natural areas. The Infrastructure program also includes all aspects of property acquisition, disposition, and management.

Goals

The Parks strategic plan articulates high level goals for the bureau to achieve over the next three years. Outcome statements most germane to service delivery in the Infrastructure program include the following:

- Effectively manage built and natural assets
- Adequate land and facilities are provided to meet identified recreation, open space, and biodiversity needs.

Performance

Assessing progress towards desired outcomes will be measured through a variety of performance measures that monitor conditions in the field, public perception about current conditions, and interventions by Parks that aim to improve conditions. Future year targets are not necessarily specific to FY 2012-13. In most cases, target values correspond to strategic goals articulated in the Parks 2020 Vision or the Parks strategic plan.

Changes to Services and Activities

The Infrastructure program is organized into sub-programs that are related to maintenance or property. The following sub-programs will be impacted by FY 2012-13 budget cuts:

The largest change in service will be the reduction to daily park care by $302,948. Daily park maintenance includes emptying trash cans, litter pick up, park and amenity safety inspections, graffiti removal, and restroom cleaning. This reduction package would eliminate three full-time positions and seasonal staff resulting in smaller work crews to maintain our parks. This could also mean longer delays in cleaning or graffiti removal.

The current landscaping functions in the majority of developed parks will be reduced by $302,948. A reduction in staffing by three Horticulturists and seasonal help will delay work in areas that need pruning, plantings and bed maintenance.

Irrigation services will continue to receive funding that will allow our general park turf to receive sufficient irrigation to keep them green through the summer. Shrub beds and trees will continue to have the necessary irrigation to remain healthy in appearance and not have degradation occur over time.

A Public Works Supervisor II is being eliminated over the Heavy Equipment section of the Central Services department. This section is being re-structured within the Central Services department to mitigate the impact on service delivery to the public and the bureau.

The Urban Forestry Coordinator is being eliminated due to a re-organization within the Urban Forestry and Tree Inspection groups. The impact will be felt within the remaining supervisory positions where the span of control will significantly increase.

The Capital Improvement Program Planning Supervisor position is being eliminated due to a reorganization of the Planning group and the Capital Improvement Program group. Both groups will now report to one manager where the impact and span of control will be assessed based upon the annual workload.

The Parks Field Maintenance Supervisor position will be eliminated whereby reducing the management and staffing capabilities for sports field maintenance. To mitigate the level of service reduction, the management and staff of this group are reassessing the workload requirements throughout the year.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	213.71	205.40	201.65	185.65	185.75
Expenditures					
Capital Development	16,443,709	7,941,316	21,575,561	21,019,795	21,019,795
Maintenance	21,916,072	22,029,239	25,487,706	25,525,772	25,837,643
Property	655,429	621,244	707,422	727,641	726,785
Total Expenditures	**39,015,210**	**30,591,799**	**47,770,689**	**47,273,208**	**47,584,223**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Effectiveness					
Percentage of residents rating park grounds as well maintained	86%	84%	86%	86%	80%
Percentage of residents rating park facilities as well maintained	68%	68%	68%	69%	60%
Percentage of residents living within 3 miles of a full service community center	69%	69%	69%	69%	69%
Funding for facility maintenance as a percentage of current replacement value	2.2%	1.5%	2.0%	3.0%	2.0%
Percentage of residents living within 1/2 mile of a park or natural area	77%	79%	77%	79%	79%
Percentage of residents rating proximity to parks as good or very good	85%	85%	85%	85%	85%
Park acres per 1,000 residents	19.20	19.20	19.20	19.20	19.20
Workload					
Percentage of maintenance that is scheduled	58%	58%	58%	58%	50%
Acres of invasive weeds treated annually	2,411	3,824	2,411	3,800	2,500
Miles of Regional Trails	151	152	151	151	151
Natural Areas Acreage	7,523	7,593	7,614	7,789	7,789

Community

Description

The Community program includes services related to community engagement, leadership, public safety, sponsorship, volunteers, and communications.

Goals

The Parks strategic plan articulates high level goals for the bureau to achieve over the next three years. Outcome statements most germane to service delivery in the Community program include the following:

- The community demonstrates increased awareness and appreciation through participation in a healthy parks system
- Diverse and plentiful opportunities for engagement with Parks exist throughout the community
- The community feels authentically engaged and sees that their participation contributes to a better parks system.

Performance

Assessing progress towards desired outcomes will be measured through a variety of performance measures that monitor conditions in the field, public perception about current conditions, and interventions by Parks that aim to improve conditions. Future year targets are not necessarily specific to FY 2012-13. In most cases, target values correspond to strategic goals articulated in the Parks 2020 Vision or the Parks strategic plan.

Changes to Services and Activities

The Community program is organized into sub-programs that are related to Leadership, Community Relations, Customer Service Center, Security, Aging Services, and Adaptive and Inclusive Services.

Within Community Relations, the sponsorship position will be eliminated with current staff picking up the current workload with sponsorship being impacted for the foreseeable future. In addition, the Community Outreach & Information Assistant position will be eliminated whereby web page development and communication will be delayed or picked up by other staff.

Parks passes through grants to school districts. The Parks pass-through has been eliminated in consideration of this more comprehensive consideration. The school districts being affected are Portland Public, Reynolds, Parkrose, David Douglas and Centennial.

The Customer Service Center will be impacted by the elimination of a Recreation Leader that handles the permitting and Transportation/Water interagency activities. Some of the work will be picked up by existing staff but this impact will delay or cause a reduction in permitting activities.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	37.57	29.90	36.40	36.50	36.50
Expenditures					
Community Engagement	2,537,940	2,616,196	3,394,351	2,824,647	2,821,366
Leadership and Advocacy	946,872	716,566	567,789	574,754	573,999
Marketing & Communications	0	272,282	658,202	483,466	483,466

Portland Parks and Recreation

Parks, Recreation, and Culture Service Area

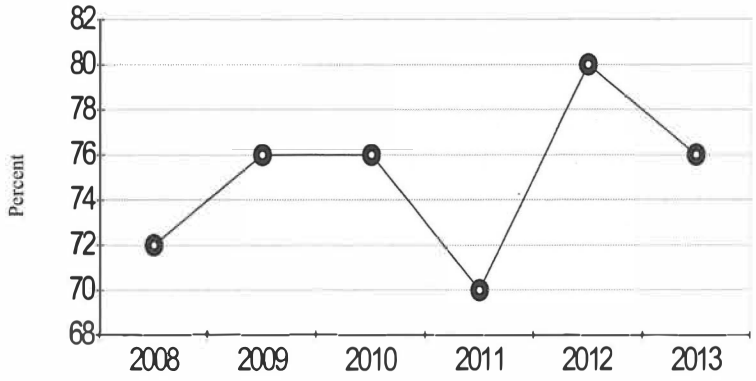
FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
Visitor Services	1,728,245	1,824,312	2,048,387	2,197,980	2,428,831
Total Expenditures	**5,213,058**	**5,429,356**	**6,668,729**	**6,080,847**	**6,307,662**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Efficiency					
Annual volunteer hours	460,764	453,941	460,000	460,000	455,000
Workload					
Number of annual visits (recreation programs)	6,000,000	3,900,000	3,700,000	4,000,000	4,000,000

Performance Measures

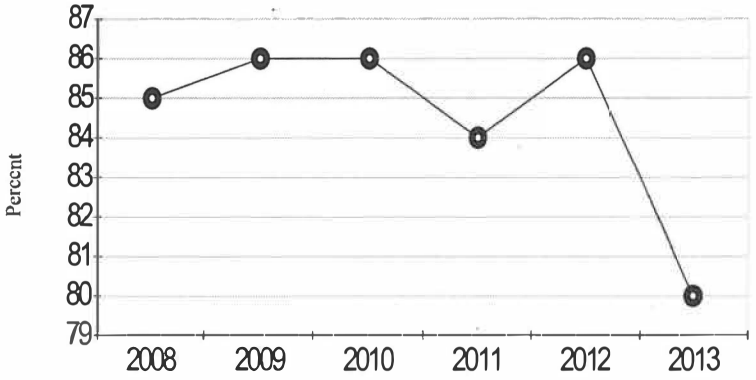
Percent of Employees Satisfied or Very Satisfied

Employee satisfaction has improved considerably since 2004. The bureau aims to maintain employee satisfaction at 80% or greater.



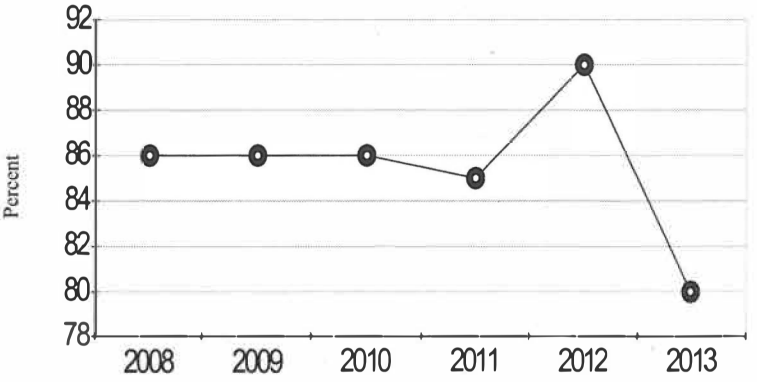
Residents Rating Park Grounds as Well Maintained

Public satisfaction with the maintenance of park grounds reached its highest level ever in 2009. The bureau's goal is to maintain satisfaction levels above 85%. Cuts taken in FY 2012-13 will likely reverse progress in this area.



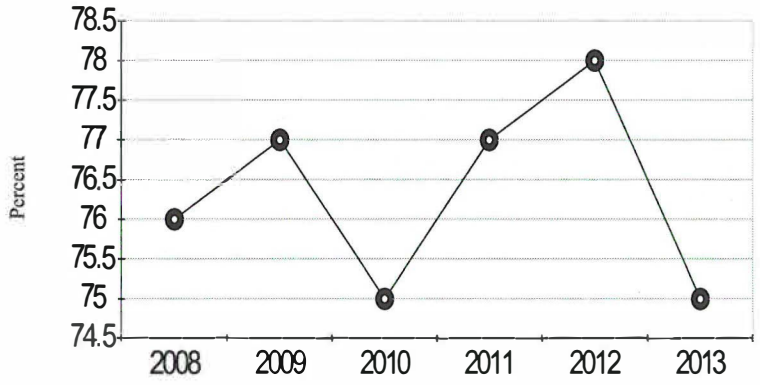
Quality of Parks

This measure reports the percentage of residents rating the quality of parks as good or very good. Recent progress has been made towards reaching the bureau goal of 90% by the year 2020. However, cuts in FY 2012-13 will likely reverse progress towards this goal.



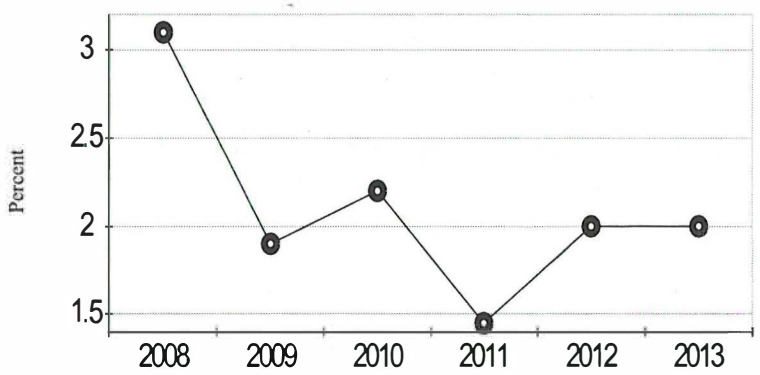
Quality of Recreation Centers and Activities

This measure reports residents' rating the quality of recreation centers and activities as very good or good. Quality ranking for community centers has significantly improved since the early nineties. Parks' goal is to reach 78% in the near future. However, cuts in FY 2012-13 will likely reverse progress towards this goal.



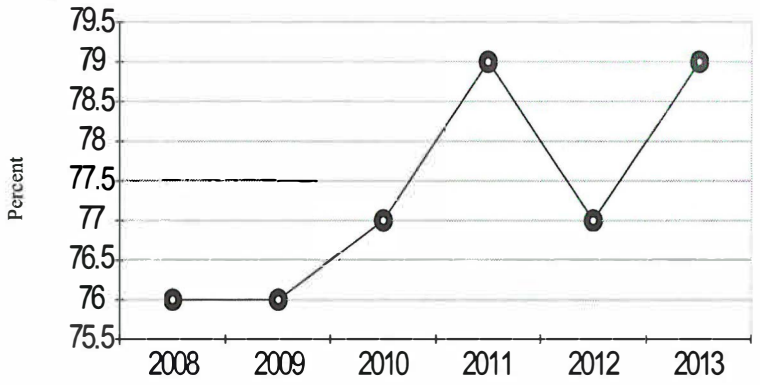
Funding Allocated to Facility Maintenance

Parks' goal is to allocate 2-4% of facility replacement value towards maintenance as identified in the Parks 2020 Vision.



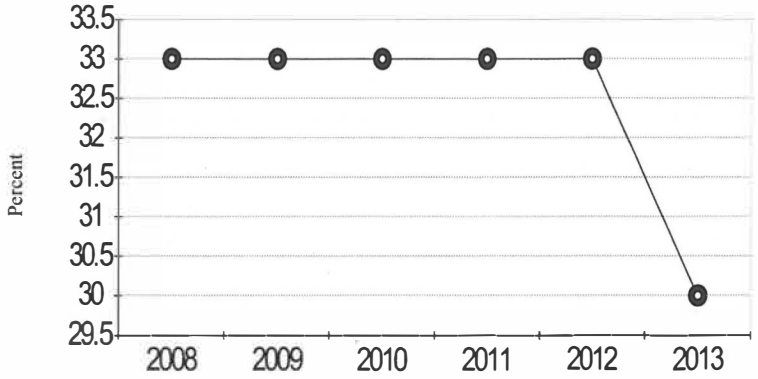
Residents Living within 1/2 Mile of a Park

As of 2010, 78% of Portland households lived within 1/2 mile of a developed park or natural area. The largest park deficient areas exist in the Outer East Portland and Central Northeast neighborhood areas.



Cost Recovery Rate

Parks' cost recovery policy was endorsed by City Council in 2004 and includes an average total cost recovery goal of 39% for all fee supported programs.



Portland Parks and Recreation

Summary of Bureau Budget

Parks, Recreation, and Culture Service Area

	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
Resources					
External Revenues					
Taxes	143,262	87,630	25,642	16,071	16,071
Licenses & Permits	503,875	280,067	706,088	278,502	278,502
Charges for Services	24,956,404	27,225,384	30,572,595	28,034,777	28,091,223
Intergovernmental	5,901,511	3,294,789	9,714,227	8,551,233	8,551,233
Bond & Note	1,149,215	0	3,684,000	1,515,000	1,515,000
Miscellaneous	2,328,122	2,139,759	2,095,778	2,040,009	2,040,009
Total External Revenues	**34,982,389**	**33,027,629**	**46,798,330**	**40,435,592**	**40,492,038**
Internal Revenues					
General Fund Discretionary	40,319,959	41,146,358	43,298,380	40,893,871	41,296,591
Fund Transfers - Revenue	3,003,050	5,035,489	3,435,268	1,320,728	1,322,959
Interagency Revenue	2,276,434	2,806,943	2,937,042	3,392,866	3,667,925
Total Internal Revenues	**45,599,443**	**48,988,790**	**49,670,690**	**45,607,465**	**46,287,475**
Beginning Fund Balance	23,849,059	17,013,891	18,103,396	13,649,043	13,649,043
Total Resources	**$104,430,891**	**$99,030,310**	**$114,572,416**	**$99,692,100**	**$100,428,556**
Requirements					
Bureau Expenditures					
Personnel Services	43,460,604	44,721,035	47,670,614	45,045,960	45,282,103
External Materials and Services	21,529,633	18,570,720	23,174,718	21,512,304	21,929,702
Internal Materials and Services	8,309,263	9,199,265	9,032,661	8,587,692	8,668,376
Capital Outlay	9,681,810	3,565,411	15,369,133	17,189,731	17,189,731
Total Bureau Expenditures	**82,981,310**	**76,056,431**	**95,247,126**	**92,335,687**	**93,069,912**
Fund Expenditures					
Debt Service	1,269,412	2,340,048	2,122,937	913,142	913,142
Contingency	0	0	14,876,347	5,760,941	5,763,172
Fund Transfers - Expense	3,166,278	3,666,009	2,163,384	519,708	519,708
Total Fund Expenditures	**4,435,690**	**6,006,057**	**19,162,668**	**7,193,791**	**7,196,022**
Ending Fund Balance	17,013,891	16,967,822	162,622	162,622	162,622
Total Requirements	**$104,430,891**	**$99,030,310**	**$114,572,416**	**$99,692,100**	**$100,428,556**
Programs					
Community	5,213,058	5,429,356	6,668,729	6,080,847	6,307,662
Infrastructure	39,015,210	30,591,799	47,770,689	47,273,208	47,584,223
Recreation	27,834,494	27,743,631	28,316,437	27,504,329	27,615,174
Support	10,918,549	12,291,645	12,491,271	11,477,303	11,562,853
Total Programs	**82,981,310**	**$76,056,431**	**$95,247,126**	**$92,335,687**	**$93,069,912**

This table summarizes project expenses by capital programs.

Bureau Capital Program / Project	Prior Years	Revised FY 2011-12	Adopted FY 2012-13	Capital Plan FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	5-Year Total
Acquisitions								
Metro Bond Local Share Natural Area Acquisition	457,320	500,000	1,000,000	200,000	0	0	0	1,200,000
Metro Bond Local Share Neighborhood Park Acquisition	0	500,000	325,000	0	0	0	0	325,000
SDC Acquisition Community Parks	0	465,000	850,000	826,721	0	0	0	1,676,721
SDC Habitat Acquisiton	0	0	300,000	300,000	300,000	300,000	300,000	1,500,000
SDC Neighborhood Park Acquisition	2,931,721	0	457,735	500,000	1,000,000	1,000,000	1,000,000	3,957,735
SDC Trail Acquisition	0	13,580	160,000	260,000	135,000	135,000	135,000	825,000
Total Acquisitions	**3,389,041**	**1,478,580**	**3,092,735**	**2,086,721**	**1,435,000**	**1,435,000**	**1,435,000**	**9,484,456**
Buildings & Pools								
Capital Equipment Reserve	0	(725)	209,115	99,000	99,000	99,000	99,000	605,115
Children's Museum Energy Efficiency Imp.	0	0	0	288,990	288,990	0	0	577,980
Chimney Park Remodel	64,256	350,000	167,000	0	0	0	0	167,000
Co2 Sensors @ Eight Community Centers	0	0	0	128,700	0	0	0	128,700
Columbia Pool Roof	0	0	0	0	1,112,000	0	0	1,112,000
Community Music Center	0	0	0	1,992,000	0	0	0	1,992,000
Delta Park Maintenance Facility	10,883	605,000	454,000	0	0	0	0	454,000
Errol Heights Remove Schnaeble Building	0	0	0	0	182,734	0	0	182,734
Flavel Property Development	449,108	2,225,000	511,649	0	0	0	0	511,649
Forestry HQ Replacement	0	0	0	1,500,000	2,100,000	0	0	3,600,000
Fulton Community Center Upgrades	0	0	0	25,000	750,000	0	0	775,000
Interstate Firehouse Cultural Center Upgrade	0	0	0	71,000	0	0	0	71,000
Leach Botanical Building	0	0	0	2,388,000	0	0	0	2,388,000
MAC HVAC Control Upgrades	0	0	0	214,500	0	0	0	214,500
Major Maintenance	1,052,748	251,363	1,493,537	433,409	1,024,425	1,079,124	1,088,654	5,119,149
Matt Dishman Community Center General Improvement	0	0	0	0	0	0	8,336,000	8,336,000
Mt Scott Community Center FCI	0	0	0	0	0	0	7,356,000	7,356,000
Mt Tabor Facility	0	280,000	500,000	0	5,000,000	10,000,000	15,000,000	30,500,000
Mt. Tabor Plant Production Greenhouse	0	0	50,846	0	0	0	0	50,846
Mt.. Scott Community Center Refurbishment	0	0	0	348,000	4,168,000	0	0	4,516,000
Multnomah Arts Center Facility Improvements	0	0	0	7,577,000	0	0	0	7,577,000
Pittock Mansion Exterior Masonry	0	0	0	2,111,000	0	0	0	2,111,000
Pittock Terrace Replacement	9,386	540,614	365,614	0	0	0	0	365,614
Pool Mehanical System Upgrades	0	0	0	0	1,170,000	2,340,000	1,170,000	4,680,000
Sellwood Community Center Refurbishment	0	0	0	0	0	1,677,000	0	1,677,000
Sellwood Pool House Roof	0	0	0	60,000	0	0	0	60,000

This table summarizes project expenses by capital programs.

Bureau Capital Program / Project	Prior Years	Revised FY 2011-12	Adopted FY 2012-13	Capital Plan FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	5-Year Total
Sellwood Pool Lead	0	0	0	0	300,000	0	0	300,000
Sellwood Pool Solar	0	0	0	0	14,040	0	0	14,040
Washington Monroe Community Center	437,101	252,890	0	3,018,000	11,539,000	15,830,000	0	30,387,000
Whitaker Pond Education Center	0	0	0	2,849,000	0	0	0	2,849,000
Total Buildings & Pools	**2,023,482**	**4,504,142**	**3,751,761**	**23,103,599**	**27,748,189**	**31,025,124**	**33,049,654**	**118,678,327**
Developed Parks								
Beech Park - 1	0	0	0	892,000	206,000	3,089,000	0	4,187,000
Cathedral Park Transient Dock	0	0	0	0	1,055,000	1,801,000	0	2,856,000
Childrens Arboretum - East	0	0	0	618,000	0	0	0	618,000
Childrens Arboretum - West	0	0	0	2,093,000	0	0	0	2,093,000
Clatsop Butte	0	0	0	528,000	3,215,000	0	0	3,743,000
Couch Park - West Recreation Zone	0	4,022	0	0	824,000	0	0	824,000
Cully Park	0	0	0	0	4,221,000	7,810,000	0	12,031,000
Dawson Park Improvements	223,375	500,000	400,000	500,000	0	0	0	900,000
Director Park Electrical Capacity Upgrade	0	0	0	64,312	0	0	0	64,312
Director Park WiFi Installation	0	0	0	54,793	0	0	0	54,793
Dog Off Leach Area Repairs - Citywide	0	0	0	200,000	300,000	0	0	500,000
East Holiday Master Plan	0	0	0	0	1,000,000	0	0	1,000,000
Errol Heights Master Plan	0	0	0	784,000	2,111,000	3,166,000	0	6,061,000
Gateway Plaza Development	0	0	0	1,000,000	0	0	0	1,000,000
Gilbert Hts-SE130TH	139	55,000	1,700	0	0	0	0	1,700
Halpern Fountain	0	0	0	100,000	500,000	500,000	400,000	1,500,000
Interstate Urban Renewal Capital Projects	638,707	0	100,000	100,000	30,000	0	0	230,000
Ivon Park Improvement	79,697	9,675	13,204	0	0	0	0	13,204
Lents URA Development	992,353	265,000	1,175,000	100,000	100,000	100,000	0	1,475,000
Marshall Park and Trail	0	0	0	875,000	0	0	0	875,000
North Macadam URA	0	0	0	0	0	1,000,000	1,000,000	2,000,000
O' Bryant Square Development	0	0	0	0	5,100,220	0	0	5,100,220
Park Features and Amenities-Maintenance	0	0	0	1,500,000	2,000,000	1,000,000	0	4,500,000
Parklane Park Master Plan	0	0	0	0	0	6,046,000	0	6,046,000
Pettygrove Park	1,081	0	100,000	0	0	0	0	100,000
Pioneer Courthouse Square Membrane	0	0	0	0	4,659,000	0	0	4,659,000
Restroom Repair	0	0	0	0	2,400,000	0	0	2,400,000
River District Neighborhood Park	706,900	1,348,144	400,000	0	0	0	0	400,000
Rocky Butte-Masonry	0	0	0	166,000	0	0	0	166,000
SDC Citywide Component Development	489,439	0	525,000	25,000	310,000	310,000	310,000	1,480,000
SDC Neighborhood Park Development	1,907,000	0	1,961,802	700,000	600,000	600,000	600,000	4,461,802
South Park Blocks Refurbish	0	0	0	375,000	0	0	0	375,000

This table summarizes project expenses by capital programs.

Bureau Capital Program / Project	Prior Years	Revised FY 2011-12	Adopted FY 2012-13	Capital Plan FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	5-Year Total
Spring Garden Park Master Plan	0	0	0	0	1,457,000	0	0	1,457,000
Waterfront Park Lead Paint Abatement	0	0	0	137,000	0	0	0	137,000
Waterfront Park Turf	10,386	155,614	166,000	0	0	0	0	166,000
Werbin - Cully Park Development	0	150,931	500,000	500,000	0	0	0	1,000,000
Willamette Park Improvement	10,682	644,200	633,518	0	0	0	0	633,518
Total Developed Parks	**5,059,759**	**3,132,586**	**5,976,224**	**11,312,105**	**30,088,220**	**25,422,000**	**2,310,000**	**75,108,549**
Golf								
Heron Lakes New Clubhouse	460,573	176,000	178,500	4,700,000	0	0	0	4,878,500
Total Golf	**460,573**	**176,000**	**178,500**	**4,700,000**	**0**	**0**	**0**	**4,878,500**
Green Infrastructure								
Community Garden Development	146,357	43,502	40,000	0	0	0	0	40,000
Natural Area Signage	0	0	0	1,000,000	0	0	0	1,000,000
Natural Area Stabilization	0	0	0	1,953,000	1,055,000	736,000	0	3,744,000
SDC Habitat Restoration	0	0	25,000	25,000	10,000	10,000	10,000	80,000
Westmoreland Duck Pond	0	0	300,000	400,000	0	0	0	700,000
Westmoreland Park Playground Relocation	17,891	240,144	405,000	0	0	0	0	405,000
Whitaker Pond NA Development	0	0	0	1,055,000	2,235,000	0	0	3,290,000
Total Green Infrastructure	**164,248**	**283,646**	**770,000**	**4,433,000**	**3,300,000**	**746,000**	**10,000**	**9,259,000**
Recreation Features								
City Destination Play Area	0	0	0	1,500,000	0	0	0	1,500,000
Couch Park Playground Replacement	0	0	130,500	0	0	0	0	130,500
Downtown Play Area	0	0	0	300,000	0	0	0	300,000
E205 East Holladay Playground Development	1,756	260,000	19,154	0	0	0	0	19,154
E205 East Portland CC Playground	1,463	200,000	19,154	0	0	0	0	19,154
East Delta Park Synthetic Fields	0	0	0	0	8,073,000	0	0	8,073,000
Essex Tennis Court Restoration	0	0	0	0	19,500	0	0	19,500
Fernhill Splash Pad	0	0	200,000	0	0	0	0	200,000
Harper's Playground - Arbor Lodge Park	0	136,000	86,000	0	0	0	0	86,000
Lents Tennis Court Restoration	0	0	0	0	110,695	0	0	110,695
Lents Walker Stadium	0	0	0	0	0	2,950,000	0	2,950,000
Playground ADA & Safety	0	0	0	1,000,000	1,550,000	2,000,000	0	4,550,000
Portland Tennis Center Bubble	0	0	1,000,000	0	0	0	0	1,000,000
Portland Tennis Center Renovation	0	0	0	3,309,000	0	0	0	3,309,000
Reike School Synthetic Turf Replacement	0	0	0	0	2,375,000	0	0	2,375,000
Skate Park - Regional	0	0	0	0	1,000,000	0	0	1,000,000
Splash Pad Fesibility	0	7,256	5,067	0	0	0	0	5,067
Sports Field Safety Improvements	0	0	65,000	65,000	0	0	0	130,000

This table summarizes project expenses by capital programs.

Bureau Capital Program / Project	Prior Years	Revised FY 2011-12	Adopted FY 2012-13	Capital Plan FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	5-Year Total
Sports Field Synthetic Turf	0	0	0	500,000	0	0	0	500,000
Sports Fields - Schools	0	0	0	800,000	4,700,000	2,000,000	0	7,500,000
Tennis Court Decommission	0	0	0	220,000	0	0	0	220,000
Tennis Court Renovation	0	0	0	1,055,000	1,210,000	1,266,000	0	3,531,000
Wading Pool Conversion Priority 1	0	0	0	800,000	1,200,000	1,100,000	1,200,000	4,300,000
Westmoreland Park Ballfield Renovation	0	0	0	999,000	0	0	0	999,000
Total Recreation Features	**3,219**	**603,256**	**1,524,875**	**10,548,000**	**20,238,195**	**9,316,000**	**1,200,000**	**42,827,070**
Utilities, Roads & Trails								
3 Bridges McLoughlin Staircase	12,308	93,578	50,000	0	0	0	0	50,000
Bridge Inventory & Assessment	0	0	0	100,000	0	0	0	100,000
Burnside ADA Compliance	0	0	0	528,000	0	0	0	528,000
Chimney Park Trail	0	0	0	0	237,000	0	0	237,000
City Mountain Bike Trail	0	0	0	1,000,000	0	0	0	1,000,000
Columbia Slough Trail - PIR to MLK	40,595	535,372	286,286	0	0	0	0	286,286
E205 Lynchwood Park - Path & Amenities	0	100,000	100,000	0	0	0	0	100,000
Ed Benedict Skate Plaza Safety Barrier Cable	0	43,000	43,200	0	0	0	0	43,200
Energy Monitoring System Upgrand	0	0	0	71,500	0	0	0	71,500
Forest Park Culverts	627	219,373	154,373	0	0	0	0	154,373
Forest Park Entrance	0	0	0	0	4,973,000	0	0	4,973,000
Hoyt Arboretum	0	0	0	594,000	0	0	0	594,000
Installation New Drainage System	0	0	0	227,500	0	0	0	227,500
Kelly Point Park Trail	0	0	0	273,000	0	0	0	273,000
Leaf Erickson Drive Refurbishment	0	0	0	0	528,000	6,432,000	6,806,000	13,766,000
Marine Drive Trail Gaps	9,151	20,563	95,412	3,694,000	0	0	0	3,789,412
Marine Drive Trail, Bridgeton Rd to Levee	89,538	510,000	700,000	0	0	0	0	700,000
Marquam Natural Area Trails	38,969	350,000	603,017	0	0	0	0	603,017
Mt. Tabor Trail Improvements	0	0	0	0	528,000	930,000	0	1,458,000
N Portland Greenway Trail	0	501,800	222,800	0	0	0	0	222,800
Oaks Bottom Trail Development	65,277	275,000	575,770	0	0	0	0	575,770
Pittock Mansion Entry Road Repaving	0	0	0	331,000	0	0	0	331,000
Red Electric Trail	0	0	0	0	0	0	1,776,000	1,776,000
Red Electric Trail Match	0	0	176,247	0	0	0	0	176,247
Road and Parking Lot Projects	0	0	0	0	0	2,000,000	3,000,000	5,000,000
SDC Trail Development	0	0	0	0	300,000	300,000	300,000	900,000
South Waterfront Greenway - Grant	0	0	1,000,000	0	0	0	0	1,000,000
South Waterfront Greenway - SDC	952,686	457,000	300,000	0	0	0	0	300,000
Springwater Trailhead at SE 136th St	0	0	0	0	0	1,635,000	0	1,635,000
Springwater-Sellwood Gap Trail	0	0	30,000	0	0	0	0	30,000
Stephens Creek NA Trail Restoration	52,134	125,000	51,622	0	0	0	0	51,622

This table summarizes project expenses by capital programs.

Bureau Capital Program / Project	Prior Years	Revised FY 2011-12	Adopted FY 2012-13	Capital Plan FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	5-Year Total
Swan Island Waud Bluff Trail	226,747	2,259,352	1,735,563	0	0	0	0	1,735,563
Ventura Park New Irrigation System	0	0	130,000	0	0	0	0	130,000
Washington & Lovejoy Masonry Stairs	0	0	47,000	0	0	0	0	47,000
Wildwood Trail Bridge	0	0	0	0	0	3,024,000	0	3,024,000
Willamette Greenway	0	0	0	0	0	0	5,130,000	5,130,000
Willamette Park Boat Ramp Dredging & Repair	0	0	0	807,300	0	0	0	807,300
Total Utilities, Roads & Trails	**1,488,032**	**5,490,038**	**6,301,290**	**7,626,300**	**6,566,000**	**14,321,000**	**17,012,000**	**51,826,590**
Total Requirements	**12,588,354**	**15,668,248**	**21,595,385**	**63,809,725**	**89,375,604**	**82,265,124**	**55,016,654**	**312,062,492**

Class	Title	Salary Range		Revised FY 2011-12		Proposed FY 2012-13		Adopted FY 2012-13	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000062	Accountant I	38,064	53,123	1.00	53,124	1.00	53,124	1.00	53,124
30000063	Accountant II	49,754	60,798	2.00	121,608	2.00	121,608	2.00	121,608
30000061	Accounting Technician	31,512	43,950	1.00	43,956	1.00	43,956	1.00	43,956
30000434	Administrative Assistant	45,074	69,451	2.00	142,380	1.00	72,924	1.00	72,924
30000433	Administrative Specialist, Sr	41,974	64,626	2.00	109,050	2.00	112,846	2.00	112,846
30000436	Administrative Supervisor I	54,725	72,925	1.00	54,720	1.00	54,720	1.00	54,720
30000437	Administrative Supervisor II	57,450	76,586	1.00	76,584	1.00	76,584	1.00	76,584
30000753	Aquatic Program Supervisor	60,341	80,475	1.00	80,472	1.00	80,472	1.00	80,472
30000314	Architect	61,568	78,645	1.00	61,572	0.00	0	0.00	0
30000749	Arts Programs Supervisor	60,341	80,475	1.00	68,052	1.00	70,149	1.00	70,149
30000101	Automotive Equipment Oper I	40,830	49,483	6.00	288,276	6.00	288,276	6.00	288,276
30001584	Botanic Spec I-Community Gardens	51,334	65,520	1.00	51,336	1.00	52,626	1.00	52,626
30001333	Botanic Spec I-Trails	51,334	65,520	1.00	65,520	1.00	65,520	1.00	65,520
30000316	Botanic Spec I-Youth & Comnty Programs	51,334	65,520	2.00	119,436	2.00	121,220	2.00	121,220
30000317	Botanic Spec II-Arboretum Collection	54,038	68,931	1.00	65,664	1.00	67,840	1.00	67,840
30000319	Botanic Spec II-Environmental Education	54,038	68,931	1.00	67,024	1.00	68,928	1.00	68,928
30001005	Botanic Spec II-Forestry	54,038	68,931	1.00	59,568	1.00	62,028	1.00	62,028
30000320	Botanic Spec II-Generalist	54,038	68,931	1.00	63,830	1.00	67,024	1.00	67,024
30000321	Botanic Spec II-Ntrl Resource Ecologist	54,038	68,931	4.00	262,896	4.00	268,136	4.00	268,136
30000322	Botanic Spec II-Pest Mgmt	54,038	68,931	1.00	68,928	1.00	68,928	1.00	68,928
30000323	Botanic Spec II-Rose Garden	54,038	68,931	1.00	68,928	1.00	68,928	1.00	68,928
30000831	Botanic Technician I	37,835	50,690	4.00	156,048	4.00	161,678	4.00	161,678
30001383	Botanic Technician II	41,621	55,765	2.00	94,020	2.00	97,542	2.00	97,542
30000312	Building/Landscape Designer II	50,690	61,568	1.00	50,688	0.00	0	0.00	0
30000458	Bureau Director, Assistant to	75,109	100,048	1.00	117,684	1.00	117,684	1.00	117,684
30000441	Business Operations Manager	75,109	100,048	1.00	100,044	1.00	100,044	1.00	100,044
30000440	Business Operations Supervisor	66,602	89,107	1.00	86,608	1.00	89,000	1.00	89,000
30000447	Business Systems Analyst, Assistant	45,074	69,451	1.00	55,572	1.00	57,852	1.00	57,852
30000449	Business Systems Analyst, Sr	63,378	84,635	1.00	74,774	1.00	77,833	1.00	77,833
30000329	CAD Technician II	50,690	64,667	1.00	64,668	1.00	64,668	1.00	64,668
30000330	CAD Technician III	61,568	78,645	1.00	78,648	1.00	78,648	1.00	78,648
30000454	Capital Improvmnt Program Planning Supvr	75,109	100,048	1.00	100,044	0.00	24,936	0.00	24,936
30000686	Capital Project Manager II	66,602	89,107	2.00	155,712	1.00	88,800	1.00	88,800
30000687	Capital Project Manager III	69,826	93,829	2.00	186,906	2.00	187,656	2.00	187,656
30000110	Carpenter	51,438	55,890	8.00	438,264	8.00	438,264	8.00	438,264
30000491	Community Outreach & Informtn Assistant	45,074	69,451	1.00	69,456	0.00	0	0.00	0
30000492	Community Outreach & Informtn Rep	54,725	72,925	2.00	117,874	1.00	65,750	1.00	65,750
30000493	Community Outreach & Informtn Rep, Sr	60,341	80,475	1.00	78,635	1.00	80,472	1.00	80,472
30000494	Community Outreach & Invlvmt Program Mgr	63,378	84,635	1.00	81,804	1.00	84,400	1.00	84,400
30000105	Construction Equipment Operator	43,472	55,515	2.00	111,024	2.00	111,024	2.00	111,024
30000116	Electrician	64,376	69,493	2.00	138,984	2.00	138,984	2.00	138,984
30000119	Electrician, Supervising	70,970	76,606	1.00	70,968	1.00	74,258	1.00	74,258
30000358	Engineering Associate, Sr-Civil	69,992	89,232	1.00	89,232	1.00	89,232	1.00	89,232
30000353	Engineering Associate-Civil	57,533	77,106	1.00	69,996	1.00	72,284	1.00	72,284
30000720	Facilities Construction Proj Spec,Supvsg	63,378	84,635	1.00	84,636	1.00	84,636	1.00	84,636
30000717	Facilities Construction Project Spec	54,725	72,925	2.00	109,440	0.00	0	0.00	0
30000714	Facilities Maintenance Supervisor, Sr	60,341	80,475	1.00	80,388	1.00	80,458	1.00	80,458
30000070	Facilities Maintenance Tech Apprentice	36,421	57,658	1.00	53,612	1.00	57,660	1.00	57,660
30000071	Facilities Maintenance Technician	56,181	60,694	6.00	359,664	6.00	359,664	6.00	359,664
30000567	Financial Analyst	57,450	76,586	1.00	73,410	1.00	76,014	1.00	76,014

Class	Title	Salary Range Minimum	Salary Range Maximum	Revised FY 2011-12 No.	Revised FY 2011-12 Amount	Proposed FY 2012-13 No.	Proposed FY 2012-13 Amount	Adopted FY 2012-13 No.	Adopted FY 2012-13 Amount
30000566	Financial Analyst, Assistant	45,074	69,451	2.00	118,206	2.00	120,200	2.00	120,200
30000568	Financial Analyst, Sr	63,378	84,635	1.00	81,782	1.00	84,090	1.00	84,090
30000127	General Mechanic	46,696	56,472	1.00	56,472	1.00	56,472	1.00	56,472
30000343	GIS Technician III	61,568	78,645	1.00	74,940	1.00	78,648	1.00	78,648
30000764	Golf Course Superintendent	60,341	80,475	4.00	303,016	4.00	307,800	4.00	307,800
30000765	Golf, Director of	69,826	93,829	1.00	93,828	1.00	93,828	1.00	93,828
30000085	Greenskeeper I	39,520	48,381	14.00	668,508	14.00	672,674	14.00	672,674
30000086	Greenskeeper II	44,512	50,856	5.00	254,280	5.00	254,280	5.00	254,280
30000087	Greenskeeper III	46,176	55,890	5.00	279,480	5.00	279,480	5.00	279,480
30000248	High Climber	46,613	55,890	8.00	437,880	8.00	437,880	8.00	437,880
30001334	Horticultural Supervisor	60,341	80,475	1.00	63,099	1.00	65,682	1.00	65,682
30000252	Horticulturist	43,950	53,102	23.00	1,221,300	20.00	1,062,000	21.00	1,115,100
30000930	Landscape Architect Project Manager	69,826	93,829	1.00	93,828	1.00	93,828	1.00	93,828
30000098	Maintenance Mechanic	46,176	51,626	12.00	565,032	11.00	566,920	11.00	566,920
30000073	Maintenance Worker	23,691	28,080	2.00	56,160	2.00	56,160	2.00	56,160
30000451	Management Analyst	57,450	76,586	2.00	145,124	2.00	149,437	2.00	149,437
30000453	Management Analyst, Principal	75,109	100,048	1.00	100,044	1.00	100,044	1.00	100,044
30000452	Management Analyst, Sr	63,378	84,635	2.00	160,812	1.00	86,976	1.00	86,976
30000450	Management Assistant	45,074	69,451	2.90	185,722	2.90	190,480	2.90	190,480
30000750	Music Programs Supervisor	60,341	80,475	1.00	80,472	1.00	80,472	1.00	80,472
30000768	Natural Areas Supervisor	60,341	80,475	2.00	160,944	2.00	160,944	2.00	160,944
30000012	Office Support Specialist II	31,512	43,950	5.00	175,824	3.00	131,868	4.00	175,824
30000013	Office Support Specialist III	40,310	51,896	4.00	207,600	4.00	207,600	4.00	207,600
30000751	Outdoor Recreation & Env Educ Supvr	60,341	80,475	1.00	80,472	0.00	0	0.00	0
30000112	Painter	51,438	55,890	3.00	167,688	3.00	167,688	3.00	167,688
30000757	Park Ranger Supervisor	45,074	69,451	1.00	45,072	1.00	45,072	1.00	45,072
30000439	Parks & Rec Administrative Mgr	69,826	93,829	1.00	93,828	1.00	93,828	1.00	93,828
30001585	Parks & Rec Asset Manager	86,840	117,686	1.00	105,060	1.00	107,573	1.00	107,573
30000834	Parks & Rec Central Svcs/Asset Syst Mgr	75,109	100,048	1.00	100,044	1.00	100,044	1.00	100,044
30000756	Parks & Rec City Nature Zone Mgr	66,602	89,107	2.00	173,496	2.00	176,386	2.00	176,386
30000746	Parks & Rec Natural Areas Manager	86,840	117,686	1.00	93,312	1.00	96,174	1.00	96,174
30000748	Parks & Rec Services Manager	93,288	130,291	1.00	130,296	1.00	130,296	1.00	130,296
30000755	Parks & Rec Zone Manager	69,826	93,829	4.00	350,309	4.00	356,983	4.00	356,983
30000428	Parks & Recreation Director	115,398	165,381	1.00	145,020	1.00	149,475	1.00	149,475
30000903	Parks Athletic Fields Maintenance Supvr	57,450	76,586	1.00	70,632	0.00	(1)	0.00	(1)
30000084	Parks Maintenance Crew Leader	46,134	55,744	4.00	222,960	4.00	222,960	4.00	222,960
30000759	Parks Maintenance Supervisor	57,450	76,586	6.00	355,086	5.00	357,870	5.00	357,870
30001685	Parks Maintenance Supervisor II	60,341	80,475	1.00	60,336	1.00	60,336	1.00	60,336
30000742	Parks Planner, Supervising	75,109	100,048	1.00	82,572	1.00	85,110	1.00	85,110
30001733	Parks Property & Business Devel Mgr	69,826	93,829	1.00	89,176	1.00	92,629	1.00	92,629
30000758	Parks Security Manager	63,378	84,635	1.00	80,004	1.00	81,922	1.00	81,922
30000081	Parks Technician	42,557	48,381	32.00	1,536,624	29.00	1,393,800	30.00	1,442,184
30000761	Parks Turf & Irrigation Maint Supervisor	57,450	76,586	1.00	76,584	1.00	76,584	1.00	76,584
30000386	Planner II. City-Parks	59,259	68,453	1.00	60,228	1.00	63,156	1.00	63,156
30000392	Planner, Sr City-Environmental	61,568	78,645	1.00	61,572	1.00	61,572	1.00	61,572
30000464	Program Coordinator	60,341	80,475	3.00	212,104	2.00	136,300	2.00	136,300
30000465	Program Manager	63,378	84,635	2.00	148,020	2.00	148,020	2.00	148,020
30000463	Program Specialist	54,725	72,925	5.00	303,683	5.00	310,908	5.00	310,908
30000462	Program Specialist, Assistant	45,074	69,451	1.00	65,256	1.00	67,932	1.00	67,932
30000497	Public Information Manager	69,826	93,829	1.00	82,812	1.00	86,205	1.00	86,205

Class	Title	Salary Range Minimum	Salary Range Maximum	Revised FY 2011-12 No.	Revised FY 2011-12 Amount	Proposed FY 2012-13 No.	Proposed FY 2012-13 Amount	Adopted FY 2012-13 No.	Adopted FY 2012-13 Amount
30000630	Public Works Supervisor II	57,450	76,586	1.00	76,584	0.00	0	0.00	0
30000766	Raceway Maintenance Supervisor	60,341	80,475	1.00	80,472	1.00	80,472	1.00	80,472
30000767	Raceway Manager	69,826	93,829	1.00	93,828	1.00	93,828	1.00	93,828
30000268	Recreation Coord I-Aquatics	40,622	49,795	9.00	444,264	9.00	445,808	9.00	445,808
30000269	Recreation Coord I-At-Risk Yth Outreach	40,622	49,795	2.00	99,600	4.00	193,608	4.00	193,608
30000281	Recreation Coord I-Custmr Svc Supp/Trg	40,622	49,795	1.00	40,620	1.00	43,037	1.00	43,037
30000273	Recreation Coord I-Disabled Citizens	40,622	49,795	2.00	99,600	2.00	99,600	2.00	99,600
30000274	Recreation Coord I-Environmental Educ	40,622	49,795	2.00	99,600	2.00	99,600	2.00	99,600
30000276	Recreation Coord I-Generalist	40,622	49,795	32.00	1,501,848	30.00	1,465,200	30.00	1,465,200
30000278	Recreation Coord I-Multnomah Art Center	40,622	49,795	1.00	49,800	1.00	49,800	1.00	49,800
30000275	Recreation Coord I-Public Events Permit	40,622	49,795	1.00	48,504	1.00	49,260	1.00	49,260
30000280	Recreation Coord I-Senior Recreation	40,622	49,795	1.00	49,800	1.00	49,800	1.00	49,800
30000282	Recreation Coord I-Tennis	40,622	49,795	1.00	49,800	1.00	49,800	1.00	49,800
30001508	Recreation Coord I-Urban Parks	40,622	49,795	1.00	49,800	1.00	49,800	1.00	49,800
30000284	Recreation Coord II-Aquatics	43,118	53,061	4.00	212,256	4.00	212,256	4.00	212,256
30000979	Recreation Coord II-At-Risk Yth Outreach	43,118	53,061	0.00	0	1.00	50,196	1.00	50,196
30000285	Recreation Coord II-Comnty Music Center	43,118	53,061	1.00	53,064	1.00	53,064	1.00	53,064
30000288	Recreation Coord II-Fitness	43,118	53,061	1.00	53,064	1.00	53,064	1.00	53,064
30000289	Recreation Coord II-Generalist	43,118	53,061	4.00	219,528	4.00	219,528	4.00	219,528
30000290	Recreation Coord II-Multnomah Art Center	43,118	53,061	1.00	53,064	1.00	53,064	1.00	53,064
30000287	Recreation Coord II-Public Events Permit	43,118	53,061	1.00	53,064	1.00	53,064	1.00	53,064
30000256	Recreation Leader-FT-Aquatics	28,579	41,267	2.00	76,584	1.00	41,272	2.00	78,496
30000257	Recreation Leader-FT-Comnty Music Center	28,579	41,267	1.00	41,268	1.00	41,268	1.00	41,268
30000258	Recreation Leader-FT-Custmr Svc Ctr Rep	28,579	41,267	4.00	165,072	3.00	123,804	3.00	123,804
30000259	Recreation Leader-FT-Disabled Citizens	28,579	41,267	1.00	41,268	1.00	41,268	1.00	41,268
30000261	Recreation Leader-FT-Generalist	28,579	41,267	2.00	74,780	2.00	76,823	2.00	76,823
30000262	Recreation Leader-FT-Pre-School	28,579	41,267	2.00	63,900	0.20	30,530	0.20	30,530
30000266	Recreation Leader-FT-Senior Recreation	28,579	41,267	2.00	41,268	2.00	41,268	2.00	41,268
30000267	Recreation Leader-FT-Tennis	28,579	41,267	1.00	35,316	1.00	37,467	1.00	37,467
30000744	Recreation Supervisor I	57,450	76,586	10.00	703,629	10.00	719,884	10.00	719,884
30000349	Right of Way Agent II	50,690	64,667	1.00	55,872	1.00	58,172	1.00	58,172
30000350	Right of Way Agent III	61,568	78,645	1.00	75,558	1.00	78,648	1.00	78,648
30000485	Safety & Risk Officer I	63,378	84,635	1.00	84,636	1.00	84,636	1.00	84,636
30000754	Senior Recreation Program Supervisor	60,341	80,475	1.00	80,472	1.00	80,472	1.00	80,472
30000928	Sports Management Supervisor	60,341	80,475	1.00	80,472	1.00	80,472	1.00	80,472
30000054	Storekeeper/Acquisition Specialist II	43,139	52,728	1.00	52,728	1.00	52,728	1.00	52,728
30000056	Storekeeper/Acquisition Specialist III	48,714	60,570	1.00	58,848	1.00	59,856	1.00	59,856
30001030	SUN Community Schools Rec Supervisor	60,341	80,475	1.00	83,952	1.00	83,952	1.00	83,952
30001029	Therapeutic Rec & Inclusion Supervisor	60,341	80,475	1.00	62,832	1.00	64,767	1.00	64,767
30000250	Tree Inspector	51,002	61,298	9.00	538,548	9.00	541,368	9.00	541,368
30000080	Turf Maintenance Technician	39,520	48,381	15.25	669,156	15.25	669,156	15.25	669,156
30000763	Urban Forestry Supervisor	60,341	80,475	1.00	64,608	1.00	67,248	1.00	67,248
30000076	Utility Worker I	40,290	43,826	12.00	525,888	12.00	525,888	11.00	482,064
30000077	Utility Worker II	43,826	47,112	18.00	830,206	17.00	784,464	17.00	784,464
30000499	Volunteer Program Coordinator	57,450	76,586	1.00	76,584	1.00	76,584	1.00	76,584
30000123	Welder	51,438	55,890	1.00	55,896	1.00	55,896	1.00	55,896
TOTAL FULL-TIME POSITIONS				427.15	23,985,827	395.35	22,833,603	398.35	22,972,443
30000433	Administrative Specialist, Sr	41,974	64,626	0.88	47,954	0.88	49,922	0.88	49,922
30000252	Horticulturist	43,950	53,102	0.90	39,552	0.90	39,552	0.00	(8,244)
30000386	Planner II. City-Parks	59,259	68,453	0.90	54,423	0.90	57,061	0.90	57,061

Class	Title	Salary Range Minimum	Salary Range Maximum	Revised FY 2011-12 No.	Revised FY 2011-12 Amount	Proposed FY 2012-13 No.	Proposed FY 2012-13 Amount	Adopted FY 2012-13 No.	Adopted FY 2012-13 Amount
30000263	Recreation Leader-FT-Pottery	28,579	41,267	0.90	34,830	0.90	37,140	0.90	37,140
30000262	Recreation Leader-FT-Pre-School	28,579	41,267	3.60	108,648	3.60	110,034	3.60	110,034
TOTAL PART-TIME POSITIONS				7.18	285,407	7.18	293,709	6.28	245,913
30000315	Botanic Spec I-Generalist	51,334	65,520	1.00	60,168	1.00	63,180	1.00	63,180
30000831	Botanic Technician I	37,835	50,690	0.58	22,071	0.50	19,074	0.50	19,074
30000399	Capital Project Manager I	61,568	78,645	0.90	55,648	0.00	0	0.00	0
30000686	Capital Project Manager II	66,602	89,107	0.67	47,800	0.00	0	0.00	0
30000491	Community Outreach & Informtn Assistant	45,074	69,451	1.00	45,072	1.00	46,612	1.00	46,612
30001709	Park Ranger	34,154	48,880	0.00	0	3.00	102,456	3.00	102,456
30000269	Recreation Coord I-At-Risk Yth Outreach	40,622	49,795	1.90	86,364	0.00	0	0.00	0
30000274	Recreation Coord I-Environmental Educ	40,622	49,795	1.00	49,800	0.00	0	0.00	0
30000278	Recreation Coord I-Multnomah Art Center	40,622	49,795	1.00	48,504	0.00	0	0.00	0
30000979	Recreation Coord II-At-Risk Yth Outreach	43,118	53,061	1.00	53,064	0.00	0	0.00	0
30000261	Recreation Leader-FT-Generalist	28,579	41,267	1.00	41,268	0.00	0	0.00	0
30000267	Recreation Leader-FT-Tennis	28,579	41,267	0.75	22,629	1.00	34,824	1.00	34,824
TOTAL LIMITED TERM POSITIONS				10.80	532,388	6.50	266,146	6.50	266,146
GRAND TOTAL				445.13	24,803,622	409.03	23,393,458	411.13	23,484,502

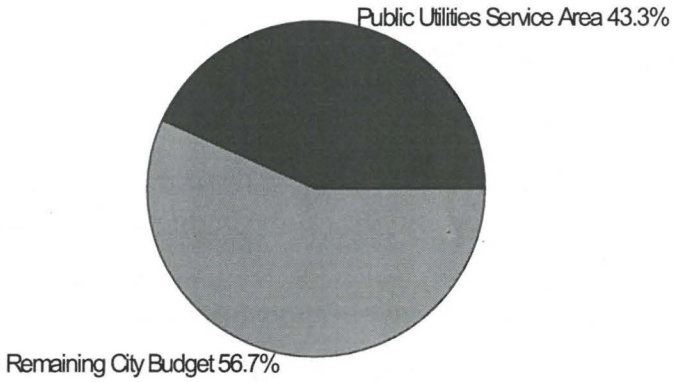
This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2012-13	95,173,797	0	95,173,797	439.83	FY 2012-13 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	(981,829)	0	(981,829)	(10.00)	Management reorganization
	(100,000)	0	(100,000)	0.00	Printing & Distribution reduction
	(50,000)	0	(50,000)	(1.00)	Sponsorship reduction
	(156,193)	0	(156,193)	(1.00)	Outdoor Recreation and Env. Ed.
	(302,948)	0	(302,948)	(3.00)	Daily park maintenance reduction
	(136,166)	0	(136,166)	(1.00)	Close Buckman Pool
	(243,197)	0	(243,197)	(1.90)	Close and lease Fulton CC
	0	0	0	0.00	Hillside CC revenue enhancement
	(302,948)	0	(302,948)	(3.00)	Park landscaping reduction
	(104,000)	0	(104,000)	0.00	Irrigation reduction
	(284,890)	0	(284,890)	0.00	Pass-through reduction
	0	0	0	0.00	Various revenue increases
	0	0	0	0.00	Property revenues
	(317,287)	0	(317,287)	0.00	OMF interagency adjustments
	0	(68,698)	(68,698)	0.00	Non-represented merit freeze
	0	0	0	(12.90)	Eliminate unfunded positions
	(174,954)	0	(174,954)	0.00	Technical adj - interagencies
	0	315,000	315,000	3.00	Teen Programming
	0	70,000	70,000	0.00	Summer Lunch
Approved Budget Additions and Reductions					
	93,000	0	93,000	0.00	Restore daily parks maintenance
	136,166	0	136,166	1.00	Restore Buckman Pool
	0	230,000	230,000	0.00	FY 2011-12 Spring BMP Carryover
Adopted Budget Additions and Reductions					
	0	0	0	0.00	Shift maintenance restoration ($93,000) to irrigation
	0	0	0	1.00	Restore OSS II; funded with seasonal staffing
	0	0	0	0.10	Reclass Horticulturist from part-time to full-time
	0	212,559	212,559	0.00	Special Appropration Downtown Services IA
	0	62,500	62,500	0.00	BES interagency - Dutch Elm innoculant
	(2,925,246)	**821,361**	**(2,103,885)**	**(28.70)**	**Total FY 2012-13 Decision Packages**
			93,069,912	**411.13**	**Total Adopted Budget**

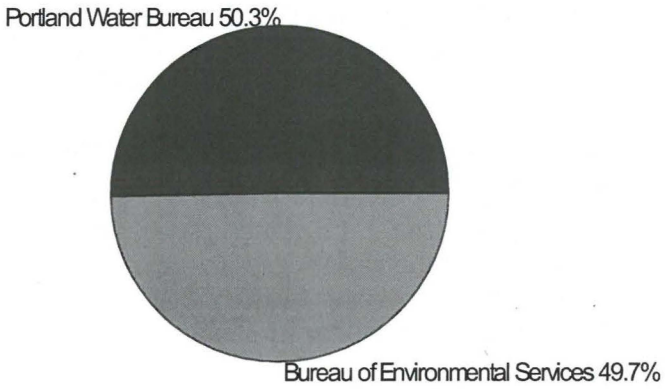
Public Utilities Service Area

- Bureau of Environmental Services
- Portland Water Bureau

Percent of City Budget



Percent of Service Area Budget



Service Area Overview

Requirements	Revised FY 2011-12	Adopted FY 2012-13	Change from Prior Year	Percent Change
Operating	1,442,208,883	1,322,689,788	(119,519,095)	(8.29)
Capital	191,701,047	231,297,000	39,595,953	20.66
Total Requirements	**1,633,909,930**	**1,553,986,788**	**(79,923,142)**	**(4.89)**
Authorized Positions	1,173.83	1,151.83	(22.00)	(1.87)

Service Area Highlights

Description

The Public Utilities service area includes utility services provided by the City. These include water service provided by the Portland Water Bureau and sewer and stormwater management services provided by the Bureau of Environmental Services (BES).

Major Themes

Utility Rate Increases

The Adopted Budget for FY 2012-13 includes an average monthly effective retail rate increase of 7.6% for water service. The average monthly single family sewer and stormwater bill increase is 5.4%.

Portland Water Bureau

The Water Division's budget of $216.7 million is composed of the operating budget of $80.8 million and the capital budget of $135.9 million.

The operating budget of $80.8 million represents an increase of $3.2 million from the FY 2011-12 Revised Budget of $77.6.

The capital budget of $135.9 million is an increase of $23.4 million from the FY 2011-12 Revised CIP Budget. For additional information, review the Water Bureau CIP section of the budget submission.

The budget funds 616.8 FTE. This includes five new positions associated with the increased monitoring decision package, ten position reductions, one limited term full time and two limited term part time.

Long Term 2 Enhanced Surface Water Treatment Rule

The City has received a variance from building a UV treatment plant for cryptosporidium. If Portland is successful in continuously meeting the stated conditions of the variance that went into effect April 1, 2012, then it will be in effect for ten years. However the City does have to cover its open finished drinking water reservoirs by December 31, 2020.

Bureau of Environmental Services

The FY 2012-13 Adopted Budget for operating and capital expenditures is $220.2 million which is $6.1 million, or 2.7%, lower than the Revised Budget for FY 2011-12

The operating portion of BES's Adopted Budget is 8.9%, or $10.2 million, higher than the FY 2011-12 Revised Budget.

The CIP will decrease $16.3 million over the FY 2011-12 Revised Budget which is primarily due to the completion of the Combined Sewer Overflow (CSO) abatement projects.

Combined Sewer Overflows

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. CSO control facilities were fully operational by the agreed upon date of December 1, 2011. The FY 2012-13 Adopted Budget includes $3.4 million of CSO capital costs, reflecting completion of the CSO projects.

Portland Harbor Superfund

BES 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 working 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 2012-13 Adopted Budget includes $3.9 million of expenditures related to the Portland Harbor Superfund.

The Office of Healthy Working Rivers

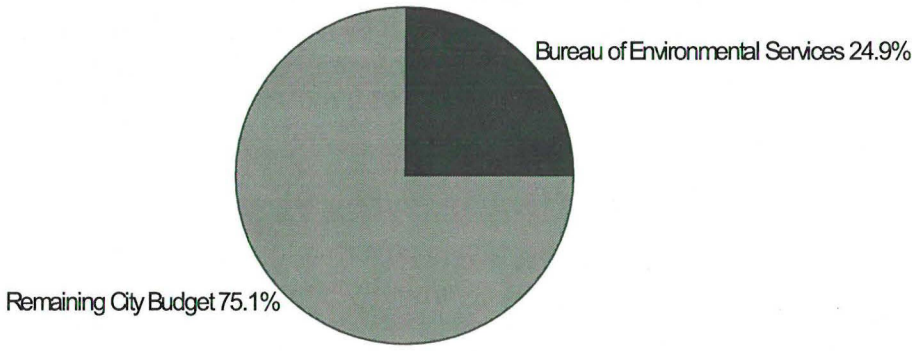
Healthy Working Rivers (HWR) will integrate environmental restoration, economic development, and community involvement for the Portland segments of the Willamette and Columbia Rivers. HWR will facilitate river-related projects contributing to City and regional economic prosperity, and implement habitat improvement projects to restore and protect riparian ecological functions. The Adopted Budget includes funding of $622,455 for four positions, as well as funding for technical support. For FY 2012-13, one HWR position will be temporarily assigned to work on the Endangered Species Act Program and one vacant position is being eliminated.

Bureau of Environmental Services

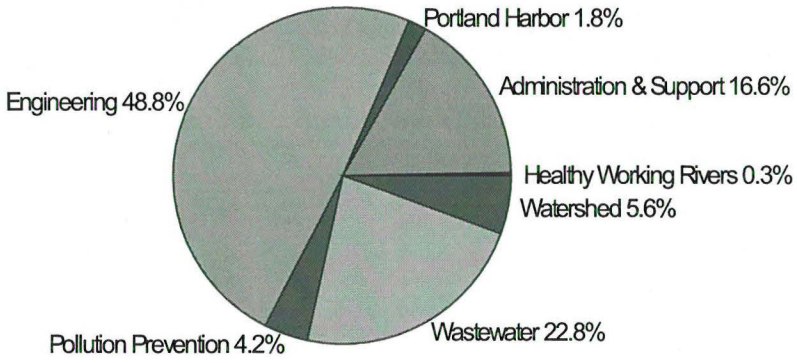
Public Utilities Service Area

Dan Saltzman, Commissioner-in-Charge
Dean Marriott, Director

Percent of City Budget

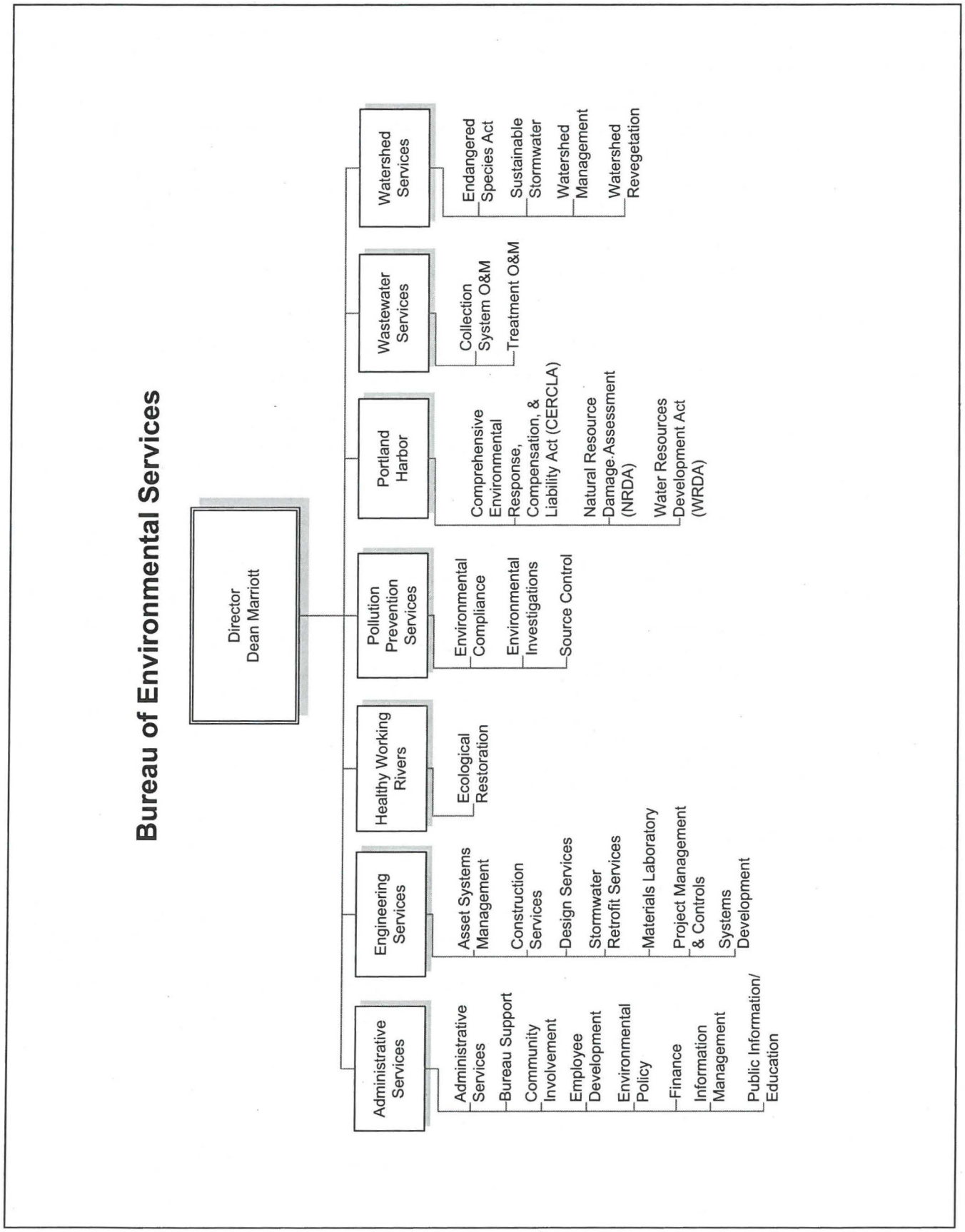


Bureau Programs



Bureau Overview

Requirements	Revised FY 2011-12	Adopted FY 2012-13	Change from Prior Year	Percent Change
Operating	886,144,413	799,514,419	(86,629,994)	(9.78)
Capital	112,101,047	95,427,000	(16,674,047)	(14.87)
Total Requirements	**998,245,460**	**894,941,419**	**(103,304,041)**	**(10.35)**
Authorized Positions	543.03	532.78	(10.25)	(1.89)


Bureau of Environmental Services
Director
Dean Marriott
Administrative Services
Administrative Services
Bureau Support
Community Involvement
Employee Development
Environmental Policy
Finance
Information Management
Public Information/ Education
Engineering Services
Asset Systems Management
Construction Services
Design Services
Stormwater Retrofit Services
Materials Laboratory
Project Management & Controls
Systems Development
Healthy Working Rivers
Ecological Restoration
Pollution Prevention Services
Environmental Compliance
Environmental Investigations
Source Control
Portland Harbor
Comprehensive Environmental Response, Compensation, & Liability Act (CERCLA)
Natural Resource Damage Assessment (NRDA)
Water Resources Development Act (WRDA)
Wastewater Services
Collection System O&M
Treatment O&M
Watershed Services
Endangered Species Act
Sustainable Stormwater
Watershed Management
Watershed Revegetation

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

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

Bureau Overview

The bureau has seven major functional program areas and serves over 586,000 customers. The bureau operates and maintains sanitary sewer and stormwater collection systems with retail sewer and stormwater charges, wholesale contract revenues from surrounding jurisdictions, and reimbursements for services provided to other bureaus. The bureau's seven primary functional program areas are: Engineering Services, Pollution Prevention Services, Watershed Services, Wastewater Services, Portland Harbor, Healthy Working Rivers, and Administrative Services.

The FY 2012-13 Adopted Budget for operating and capital expenditures is $220.2 million, which is $6.1 million or 2.7% lower than the Revised Budget for FY 2011-12 and includes 532.78 full-time equivalent positions. The Capital Improvement Plan will decrease $16.3 million from FY 2011-12 which is primarily due to the completion of the Combined Sewer Overflow (CSO) abatement projects. The operating portion of the Adopted Budget is 8.3% or $9.6 million higher than the FY 2011-12 Revised Budget. Increases within the bureau budget are for services from other bureaus (+$1.6 million /+4.8%) and $13.5 million of Utility Franchise Fee payments to the General Fund now reflected within external materials and services (+$11.9 million /+38.1%). The average single-family residential sewer and stormwater bill will increase by 5.4% in FY 2012-13

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. CSO control facilities were fully operational by the agreed upon date of December 1, 2011. The Adopted Budget includes $3.4 million of CSO capital costs and reflects the completion of the CSO projects.

Portland Harbor Superfund

The bureau represents the City's interests on the Portland Harbor Superfund site by both 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 future years to assess the City's potential liability for cleanup activities. The FY 2012-13 Adopted Budget includes $3.9 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, and implement habitat improvement projects to restore and protect riparian ecological functions. The Adopted Budget includes funding of $622,455 for four positions, as well as funding for technical support. For FY 2012-13, one HWR position is on loan to the Endangered Species Act Program and one vacant administrative position is being eliminated.

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 8,548 stormwater sumps. The Adopted 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 (ESA). 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 2012-13 Adopted Budget contains $1.2 million in ESA-related funding in program areas including Watershed Services, Pollution Prevention Services, and Engineering Services.

Restoration and Remediation

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

Operational Issues

The Adopted Budget includes $31.6 million to support the operation and maintenance of 97 active pumping stations, 2,328 miles of pipeline, 62,706 manholes, 8,548 stormwater sumps, 172,216 laterals, 758,117 lineal feet of ditches, 55,380 stormwater inlets and catch basins, 347 trash racks, 155 parcel-based stormwater facilities (manufactured), 1,375 green stormwater facilities (including parcel-based facilities and green streets), and 242 stormwater detention facilities. The FY 2012-13 Adopted Budget includes costs associated with increased inspection, cleaning and repair of sewer system assets.

Infrastructure

The Adopted Budget includes $36.8 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 Adopted Budget includes $1.5 million for each year of the five-year Capital Improvement Plan 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.

Green Street Facilities on Bicycle Boulevards

The Adopted Budget includes $13.4 million in CIP expenditures for Fiscal Years 2012- 13 through 2015-16 to construct green street facilities along high-priority bicycle boulevards. These facilities will serve the dual purpose of removing stormwater inflows from combined sewers, thereby reducing basement backups, and of calming traffic along designated bicycle boulevards. The facilities constructed will include 920 facilities targeted for completion under the Grey to Green initiative.

Service Improvement Plan

Asset Management

Providing wastewater and stormwater utility services requires infrastructure such as pipes, pumps, treatment facilities, as well as the natural environment including surface and ground water, topography, soils, and vegetation. The bureau has researched and applied the leading asset management principles by participating in the Water Services Association of Australia's asset management benchmarking program. This has formulated an asset management framework and implementation plan and the next step is to implement key asset management elements. In 2011, the bureau updated its strategic plan that mandates the use of asset management principles in the bureau's business practices.

Ongoing activities include the increasing use of asset management principles in system planning activities, which includes the Sewer Rehabilitation Program, and the selection criteria for prioritizing project in the Capital Improvement Program.

The following will be completed by June 30, 2013:

- Level of Service "strategic outcomes" will be used to help inform the new revised BES Strategic Plan and help to identify define specific bureau activities necessary to meet the strategic levels of service.
- Review and refine bureau-wide performance measures in light of the revised strategic plan. New performance measures will be developed where necessary to reinforce the direction set by the strategic plan.
- Complete Phase I of the Green Asset Inventory and Assessment Project, designed to help define the necessary follow-on phases to perform field work and information management tasks.
- Integrate asset management principles for risk-based planning into three infrastructure planning projects: sewer rehabilitation, plants and pump station operations and maintenance, and the Stephens Creek stormwater system plan. Specific deliverables would include submittals to DEQ to satisfy regulatory requirements such as a Pump Station Reliability Plan, and a Grease Management and Control Program.

Fats, Oils, and Greases (FOG) Program

The City of Portland's FOG Program goals are to minimize the accumulation of fats, oils, and grease in the collection system, reduce associated cleaning costs, eliminate the potential for sewage overflows and basement backups, and promote the proper handling and disposal of fats, oils, and grease. The City has implemented this program through outreach to residential homes and commercial facilities, inspecting grease removal devices at food service establishments, increased sewer line cleaning in areas at increased risk of blockages and overflows, and conducting enforcement actions when sewage overflows are a result of grease blockages. While this has been partially successful, it appears that technical assistance is becoming less effective, which has resulted in increased line cleaning frequency and a

growing number of areas at risk for line blockages and sewer overflows. To address this issue, the City has begun to reorganize the program and take a more proactive approach in minimizing fats, oils, and grease from entering the City's sewer system. Consistent with last year's goals, City Code and Administrative Rules have been updated to reflect the following FOG program goals:

- By June of 2013, the bureau plans to meet with all food service establishments to encourage proper implementation of best management practices;
- Inspect all grease removal devices at all food service establishments to ensure they are in good working condition and being pumped out regularly to minimize the discharge of FOG into City sewers; and
- Phase in tiered extra strength charges for food service establishments and other high-strength dischargers to more equitably distribute the costs of treating FOG and other high-strength discharges across customer groups and to provide enhanced incentives to businesses to minimize discharges of FOG into City sewers.

Audit of BES/PBOT Maintenance Activities

The bureau is responsible for maintaining the City's sanitary sewer and stormwater collection infrastructure, including approximately 2,300 miles of pipes. The bureau has an agreement with the Portland Bureau of Transportation (PBOT) Maintenance Division to provide pipe inspection, cleaning, and repair services. The Auditor's office examined the current agreement against the possibility of locating the maintenance operation within BES, and found potential savings to sewer and stormwater customers from a transfer of responsibility, but pointed out several operational issues that could affect that estimate. The audit recommended that the Commissioners in charge of the respective bureaus develop a coordinated proposal to either maintain or reorganize the relationship, while taking account of the operational issues involved in any transfer.

PBOT and BES worked with OMF staff to develop a scope of work and timeline for a consultant study to assess the potential for savings in relocating the maintenance operation within BES. The City issued an RFP for the work and there were no responses. Follow-up with firms having shown initial interest revealed some uncertainty as to the extent of the work and qualifications required.

By June of 2013, BES and PBOT staff will refine the scope and timeline, reissue the RFP, complete work on the consultant study and have a joint recommendation for Council on the appropriate organization of sewer and stormwater maintenance work.

Summary of Budget Decisions

Reductions

The FY 2012-13 Adopted Budget, including the following budget decisions, results in a 5.4% average rate increase.

Reductions for 5.4% Rate Increase

These changes include identified reductions that represent removal of one-time expenditures from the current budget, savings from past projects and completed programs or program expenditures, savings on new contracts, or other reductions that pose acceptable risks to service delivery. All decision package reductions total $4,044,172.

The budget in Healthy Working Rivers was reduced by $35,000 for outside consultant assistance and eliminate a vacant Office Support Specialist III position and correlating budget of $75,564.

Eliminate a Principal Financial Analyst ($139,932) due to retirement within the Environmental Policy program.

Eliminate agreement with the Tribal Institute at Portland State University ($35,000) within the Portland Harbor Program.

Within the Finance Program, eliminate one-year consultant funding ($21,000) for rate approval process, remove $35,615 contribution for the COPPEA Professional Development Fund for one year, eliminate consultant support ($23,315) for auditing bureau contracts, and hold vacant an Accountant I position ($59,430) for one year.

Within the Asset Management Program, eliminate funding for legal expenses ($35,000) that were associated with the possibility of an EPA consent order.

Within Watershed Revegetation Program reduce support for private property stormwater retrofits ($75,500).

Within the Construction Services Program eliminate a vacant Chief Engineer ($138,342) position and within all Engineering Services programs eliminate 25% of training and travel ($37,500) for 180 employees within Engineering Services. Additionally, the program is eliminating a Senior Administrative Specialist ($51,540) at mid-year, a position that is on loan for community outreach purposes related to the FOG program.

Within Pollution Prevention Services, reduce maintenance of grounds at Water Pollution Control Lab and changes in scheduled services from Parks ($27,398), reduce office support, travel and outside laboratory services ($100,150), reduce maintenance inspection program for privately owned stormwater facilities ($10,000), eliminate agreement with DEQ for Underground Injection Control permits as this is being done in-house ($19,000) and hold vacant an Environmental Program Manager within the Environmental Compliance Program for one year ($115,356).

Watershed Services reduces outside support to continue the implementation of the Portland Watershed Management Plan ($65,000), and eliminates two interagency agreements with Parks; these include the IGA with Multnomah County for dog rule enforcement ($69,000) and Arbortec fungicide to protect elm tree canopy ($62,500). Additionally, the Grey to Green program is deferring funding for the ecoroof grant program to reflect lower-than-forecast expenditures due to current economic conditions ($637,512).

Wastewater Services reduces overtime ($50,000) within the Treatment program by budgeting for historical trends; reduces operating budget funding for emergency repairs ($250,000) as they are more appropriately recorded within the CIP; eliminates funding for a forklift ($20,938); holds vacant an Electrician/Instrument Technician ($93,972) for one year; and reduces security services ($62,500) as the new Support Facility, operational January 2013, will have security card access, thus eliminating the need for on-site security guards. There are no reductions within the Collections System Program.

Vacancy Savings

The bureau eliminated an additional 7.5 FTEs and associated budget of $467,436. The positions eliminated are the Portland Harbor Superfund Administrator, a CAD Technician II, a Capital Projects Manager I, a Senior Engineering Associate (Civil), 1.5 Engineering Technicians IIs, a Environmental Technician I, a part-time Senior Management Analyst and a part-time Senior Administrative Specialist. Of the total vacancy cuts, 5.25 FTEs resulted in savings within the operating budget.

COLA and Merit Savings

The Adopted Budget includes delaying cost of living adjustments until the first pay period in June 2012 and freezing merit increases for non-represented employees with a salary over $45,000 per year to achieve a total savings of $884,909.

OMF Interagency Adjustments

As a result of mandatory and efficiency reduction packages submitted by the Office of Management and Finance internal service operations, the Bureau's interagencies have decreased by a total of ($415,763), including COLA savings passed through to customer bureaus. The reductions include:

- Debt Management reduction of $11,009 reflecting savings in consulting contracts.
- Enterprise Business Solution Fund reduction of $110,704 reflecting savings in consulting contracts and reductions to corporate applications, emergency management system and professional development.
- City Fleet reduction of $1,626 reflecting the bureau's share of COLA savings.
- Risk Management reduction of $25,400 reflecting savings from reducing excess liability second layer and eliminating an office support position.
- Technology Services reduction of $257,014 reflecting savings from a mobile data contract, discounts for 800 MHz radio equipment replacement and GIS major maintenance. Other areas of savings were cuts in materials and services for IRNE operations, Business Solution support, Support Center, Telecommunications, Windows Server support and Radio System support. Positions cuts of 10.0 FTE also contributed to the savings.
- Facilities Services reduction of $30,714 reflecting savings through the elimination of Portland Building desk-side trash service, replacement of paper towels in the Portland Building restrooms with electronic hand dryers, the elimination of regularly scheduled air quality testing, the reduction of renewable energy funding account and reduction of software upgrades and support staffing. Additional cuts to the Portland Building operations will reduce winter temperature to 68 degrees, increase summer temperature to 74 degrees, reduce window cleaning, and reduce custodial services by 4%.
- Printing and Distribution reduction of $11,925 reflecting savings through cuts to equipment maintenance, copier/printer replacement cycles, inter-office efficiencies and the elimination of one position.

The above savings are offset by additional cost-sharing of $100,956 for these centralized city services:

- Facilities Services funding of $27,932 for American with Disabilities Act Phase II and III Compliance Assessment.
- Procurement funding of $17,711 for a Minority Evaluator to support the City's minority evaluator services in reviewing Professional, Technical, and Expert (PTE) contracts and bids. Additional duties include bureau support management for the Mayor's Summer Youth Connect Program through SummerWorks. This cost will be added to the General Fund overhead recovery model in FY 2013-14.
- Procurement funding of $55,313 for Reinvestment Act (ARRA) position support. This one-time extension of funding will allow Procurement Services compliance staff to continue compliance monitoring activities.

Adds

Portland Loos

The Portland Water Bureau will transfer all Portland Loos' assets and maintenance responsibilities to BES effective July 1, 2012. The maintenance responsibilities on seven facilities is estimated at $105,000 to maintain and $14,000 for annual repairs. Bureau budget reductions to absorb this additional cost were derived from funding decreases for interns and security and project management services from central facilities.

Capital Budget

Bureau Summary

CIP Highlights and Major Issues

BES successfully met its December 2011 deadline for Combined Sewer Overflow (CSO) commitments mandated by the requirements of the Amended Stipulation and Final Order (ASFO). A few small projects remain to be completed (1% of the total CIP). The majority, 63%, of the 5-Year CIP is in Maintenance and Reliability. The balance is divided among Sewage Treatment Systems (18%), Surface Water Management (15%), and Systems Development (3%). BES operates and maintains an extensive array of capital facilities that include both sanitary and storm water collections systems, pumping and treatment facilities, and watershed enhancements.

In order to manage the Bureau's extensive infrastructure investment, BES is developing an asset management approach to prioritize future investment. Much of the collection system pipe in the City's older neighborhoods is more than 100-years old. BES has a regular inspection program to determine pipe condition and utilizes capital projects and operational activities to rehabilitate or replace failing pipe. The recently completed system plan element for the sanitary and combined collection systems, identified an estimated $123 million in priority pipe maintenance needs. The Sewage Treatment Systems program is to maintain and upgrade the two wastewater treatment plants (Columbia Boulevard and Tryon Creek) and nearly 100 pump stations located throughout the collection system. A number of major upgrades are underway at the Columbia Boulevard plant. These upgrades are required in order to continue to meet permit requirements and to handle the increased flow from the CSO projects.

Changes from Prior Year

In comparing this proposed five-year CIP to last year's 2012-2016 CIP, the four common years (2013-2016) have increased by $13 million or 3%. The increase can be attributed to a combination of minor shifts in project schedules and project priorities and a 1.016% escalation factor for future projects. All projects in the five-year CIP are in FY 2012-13 dollars. The five-year financial forecast, however, makes assumptions for escalation to account for the future cost of construction.

Strategic Direction

Criteria

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

Council Goals and Priorities

Over the past few years, citizens and neighborhood committees have been more involved in the planning and development of the Bureau's capital projects. This involvement has included interest in specific construction projects such as the stream restoration work and sewer replacement projects in major arterial streets. Public involvement has also come in the form of policy advisory groups for work elements like the update to the Stormwater Management Manual and the Portland Watershed Management Plan. In addition, there are a number of standing committees including the Stormwater Advisory Committee, the Watershed Science Advisory Committee, the Portland Utility Review Board, and the Columbia Boulevard Wastewater Treatment Plant Citizens Advisory Committee.

As part of the FY 2012-13 budget development process, the Bureau convened a Budget Advisory Committee (BAC). The BAC was briefed on the proposed CIP and its impact on sewer rates. Following extensive discussion, the BAC endorsed the CIP. The CIP development strategy is consistent with the City's goal to improve water quality and the overall well-being of its citizens. It is focused on strategic and comprehensive program delivery and environmental protection and restoration within a prescribed regulatory framework. Priority is given to those projects mandated by federal and state laws and those projects that address City Council goals and objectives.

City Comprehensive Plan

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

Capital Planning & Budgeting

Capital Planning Process

The CIP is developed utilizing a multi-step process to identify, develop, review, score, and rank projects for funding and scheduling priority. This process insures that the core needs of the sewerage, drainage, and surface water systems and the community served are appropriately funded and scheduled. A bureau-wide stakeholder review team investigates, scores, and ranks all CIP projects in accordance with identified CIP Criteria. CIP weighted criteria, scoring instructions, scheduling guidelines, estimating procedures, and project request forms are used to ensure each project is developed, reviewed, and scored based on detailed and consistent information. A CIP development strategy guides project selection and scheduling. Projects are reviewed by managers in finance, program areas, operations, and engineering to ensure financial resources are expended effectively and appropriately. The CIP management team evaluates all the information from the process, meets with selected Bureau project and program managers to refine cost and schedule data, and submits a recommendation to the Bureau Director. The Bureau Director then reviews the findings and approves the CIP.

Financial Plan Overview

The most recent five-year financial forecast presents the bureau's revenue and expenditure plan for the operation, maintenance, expansion, and reconstruction of the City's sanitary sewer and stormwater systems. The operations, maintenance, and capital construction programs represented in the plan must provide for operation of the system in a safe, sound, and efficient manner as well as compliance with all applicable health, safety, and environmental laws, regulatory body rules, regulatory body orders, and court orders. Revenues from rates and other sources must be sufficient to fund the necessary operation and capital programs. With the Adopted Budget, the Bureau forecasts annual rate increases of 5.4% in FY 2012-13 and 6.5% the following year, 5.2% in the third and fourth years, and 3.75% for the fifth year. These increases are due to growth in annual debt service costs resulting from the CIP, partially offset by transfers from the Rate Stabilization Fund, and increases in non-rate revenues. All CIP expenditures in the financial forecast include an estimate for inflation.

Asset Management and Replacement Plans

In the March 2012 Citywide Assets Report, BES reported an annual funding gap of $23.3 million. This gap includes rehabilitation and capacity needs in four major systems: combined sewers, sanitary only sewers, stormwater conveyance and water quality facilities, and sewage treatment. The estimated gap is based on information from different sources including:

- The difference between the amount of needed pipe rehabilitation identified in the Combined and Sanitary Sewer Elements of the System Plan and the amount included in the financial plan.
- The capacity projects in the combined system with positive benefit/cost ratios not included in the financial plan as identified in the System Plan.
- For stormwater and treatment, the estimated funding gap is based on the difference between the replacement value of assets in very poor condition and the amount of funding in the financial plan for the rehabilitation of those assets.

Capital Programs and Projects

Program Description

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

Combined Sewer Overflow

Approximately 60% of Portland's population is served by a combined sewer system which carries both domestic sewage and stormwater runoff. With significant rainfall, historically, stormwater runoff has exceeded the carrying capacity of the combined sewers, causing overflows through outfalls to both the Willamette River and the Columbia Slough. With the completion of the 2011 ASFO requirements, overflows to the Columbia Slough are reduced by 99.6% and to the Willamette River by 94%. Only a few minor CSO related projects remain to be completed: the Portsmouth Odor Control Facility, adjustments to automated control systems, and a land use requirement to restore the field office site.

Maintenance and Reliability

Projects in this program area address major maintenance requirements of the sewerage collection system including collector sewers, trunk sewers, and interceptor sewers. The City's sewerage collection and transportation system includes approximately 2,470 miles of sewer line ranging in diameter from four inches to 14 feet. Much of the collection system pipe in the City's older neighborhoods is more than 100 years old. In some areas of the City, recurrent basement flooding is a problem creating health and environmental hazards as well as property damage. This program addresses those problems using a multi-objective approach which includes on-site drainage controls, street inflow controls, and up-sizing undersized public facilities that are causing backup of sewage into basements. Funding in this program area is focused on rehabilitation/ reconstruction of the most structurally deficient portions of the collection system.

Sewage Treatment Systems

This program funds projects located at the Columbia Boulevard Wastewater Treatment Plant (CBWTP) and the Tryon Creek Wastewater Treatment Plant (TCWTP) as well as maintenance and repair/rehabilitation of the 97 active pump stations located system-wide. Both treatment plants operate within the framework of the Federal Clean Water Act. Specific requirements for removal of pollutants from wastewater before the treated effluent is discharged into the Columbia or Willamette Rivers are contained in the NPDES permit for each plant. High priority is given to projects that provide operating efficiency, reliability, and longevity of the facilities. Most of these improvements include replacement and reconstruction of aging and unreliable plant or pump station components. Projects that mitigate odor from the CBWTP are also part of this program in accordance with a citizen supported City Council resolution.

Systems Development

In support of the 2040 plan, this programs funds projects that cost effectively and incrementally expand the City's sewer collection system. Work meets multiple watershed objectives in execution of these projects. In addition, the program manages sewer rehabilitation and/or relocation required for major public infrastructure projects managed by others, specifically the extension of streetcar to the eastside and light rail to Milwaukie.

Surface Water Management

The primary objective of this program is to protect the quality of surface and ground waters by addressing watershed health and public safety concerns associated with flooding, stream erosion, and urban pollution. Water quality and flood control projects are located in the Columbia Slough, Fanno Creek, Johnson Creek, Tryon Creek, and along the main stem of the Willamette River. Projects are developed to meet the provisions of the Watershed Management Plan adopted by City Council in 2005. This program is also guided by the ESA Resolution adopted in 1998, the Clean River Plan finalized in 2000, and the River Renaissance Vision adopted in 2001.

The Surface Water Management Program focuses on conditions placed on the City associated with owning and operating 9,000 active Underground Injection Control Systems (UICs). As part of this permit, the City is required to identify any UIC that will not meet conditions of the permit and retrofit or decommission them. Projects proposed under this program include construction of Pollution Reduction Facilities (PRF), sump retrofits, stream restorations, and the installation of surface water filtering systems. By addressing water quality and flooding issues, these projects aim to protect fish, enhance wildlife habitat, and enhance community livability through the "greening" of urban areas.

Funding Sources

Planned CIP outlays total $523 million (excluding inflation) over the five-year forecast interval FY 2012-13 through FY 2016-17. A brief description of the resources needed to finance this requirement follows:

- Fees, Charges, and Permits. This source of funding includes an estimate of reimbursements for engineering, administration, and construction management services charged to local improvement districts and for permit sewer construction. Also included are anticipated revenues from construction and/or engineering services for projects initiated by other local government agencies such as the PBOT and the Port of Portland.
- Line and Branch Charges. Charges in lieu of assessment will be used to support CIP outlays. Line and branch charges are received in the form of cash and in the form of proceeds from special assessment bonds issued for property owners who elect to finance their line. branch and SDC charges. Total revenues from these charges are projected to be approximately $11.2 million over the five-year forecast interval.

- Cash Transfers from the Sewer System Operating Fund. Current Sewer System net income from service fees and charges will also be used to fund CIP outlays. The availability of current income to fund CIP expenditures is the result of meeting debt service coverage requirements on outstanding bonds. For planning purposes, the Bureau maintains coverage ratios of 1.50 on first lien debt, 1.30 on combined first and second lien debt, and an ongoing reserve of ten percent of operating expenses for unforeseen financial needs. After making debt service payments, funds in excess of those required for the ten percent operating reserve are available to fund capital improvements. Cash transfers from the Sewer Operating Fund to the Construction Fund are projected to total $104.2 million over the five-year forecast interval.
- Bond Proceeds. Based on current planning assumptions, the Bureau's five-year CIP request will require $640 million (nominal dollars) in additional borrowings over the next five fiscal years. Debt service requirements for future bond sales have been calculated assuming level debt service. Interim short-term financing may be used in lieu of or in combination with, long-term financings. The forecast assumes an average annualized coupon rate of 5.5% for the bonds sold in FY 2012-13, 6.25% for the bonds sold in FY 2014-15, and 6.5% for the bonds sold in FY 2016-17, all with the bureau's planning standard debt service coverage ratios of 1.50 and 1.30, as mentioned previously.

Major Projects

Major CIP projects include the following highlights:

Fanno Basin Improvements

This group of projects will address deficiencies in the Fanno Basin Pump Station Pressure Line system. Remaining work includes the expansion of the existing pump station and improvements to major trunk lines.

Phase 2 Pipe Rehabilitation

This project includes structural rehabilitation of critical combined and sanitary sewers that are at the end of their economic life and have the highest consequence of failure. The pipes have been prioritized based on their business risk exposure so that the pipes with the highest benefit-to-cost ratios are completed first. This dynamic priority list will be updated once a year and the highest priority pipes will proceed to design and construction. The initial list identified 458 small diameter sewers (36 inch or less) and 59 large diameter sewers requiring whole pipe rehabilitation.

Ankeny Pump Station Upgrade

This project will modernize the aging Ankeny Pump Station: replace 4 sewerage pumps and associated systems; add upgraded instrumentation, control, and communication to operate with the Willamette River CSO Control System during storm events; and make exterior improvements to be more compatible with the Waterfront Park.

CBWTP Secondary Process Improvements

Construct upgrades to aeration basins and instrumentation and controls to improve the settling of solids produced in the secondary treatment process to allow the existing secondary clarifiers to better remove solids. Improvements are needed to continue to meet the requirements of the NPDES permit.

Operating and Maintenance Costs

Each project includes estimated Operating and Maintenance (O & M) costs (or savings) to be included in the operating budget once the facility comes on line. The O & M estimates for costs or savings were prepared by the Wastewater Group. The basis for the estimates depended upon the type of expected impact. The four major components for treatment plant O & M are labor, energy, chemicals, and materials. Costs for energy and chemicals are more easily predicted. The equipment projected for installation has design parameters that more clearly dictate the resource demands. If there is a direct labor application which will have changed as a result of a project, that estimate would be accurate. However, labor and material costs are more commonly based on experienced estimates with similar projects and facilities from either the City of Portland or others.

Administration & Support

Description

The Administrative Services program area manages the Bureau of Environmental Services, coordinates the activities of the bureau's five service provider groups, and ensures timely and appropriate response to the public, ratepayers, and regulatory agencies. Coordination includes overseeing the development of the bureau's budget and managing review of programs, projects, and services offered by the bureau.

- Administrative Services works closely with other City bureaus, regulatory agencies, the Natural Resource Trustees, and tribal governments on local, state, and national environmental issues. The Administrative Services program area provides supervision of the following specific service areas:
- Public Information and Community Outreach and Involvement provides public information, communication planning, public involvement, environmental education, and internal communication services required to meet the mandates of several state and federal requirements.
- Environmental Policy is responsible for developing environmental policies, rules and codes, and coordinating that work within the bureau, with other city bureaus, interest groups, and federal, state, and local agencies involved in environmental planning and implementation affecting the City.
- Bureau Support provides operating and administrative services for all bureau programs.
- Employee Development includes identifying training needs and solutions for managers and employees, coordinating internal and external education and training, and maintaining the bureau's database of employee training and development activities.
- Finance includes budget development, accounting, financial planning and forecasting, debt management, rate development, grants management, project tracking and year-end financial reporting, wholesale service contract development and administration, management of the Clean River Rewards stormwater discount program and administration of the Party Sewer Conversion program.
- Information Management activities include administering the bureau's data management software and software needs.

Goals

Public Information and Community Outreach and Involvement support the City goal to protect and enhance the natural and built environment by communicating the importance of these goals to City residents and ratepayers through public information, education, and involvement in bureau programs and projects.

Environmental Policy provides indirect support to the city goal of protecting the natural and built environment by working with legislation and regulations that protect the environment.

Bureau Support, Employee Development, and Finance provide indirect support to the City goal of protecting the natural and built environment by performing necessary business processes, helping to enhance employee skills, and securing necessary financing for bureau operating programs and capital construction.

Information Management supports the City goal of protecting the natural and built environment by developing and maintaining the data to support the bureau's asset management efforts.

Performance

Communication performance measures focus on an increased community awareness of BES programs and services, engaging citizens in the decision making processes for bureau projects and programs that impact the community, and providing clean river education opportunities for grades K-12.

The bureau's debt service coverage ratio for all revenue bonds was 1.32 for FY 2010-11 and is 1.30 for FY 2011-12. The goal is to maintain the financial planning standard of 1.30 over the coming five years. The bureau's current bond rating is Aa3/ AA, a strong rating for sewer revenue credit. The goal is to maintain this rating.

The bureau's accident/injury incident rate (recordable incidents per 100 workers) is 3.2 for FY 2010-11, down from 3.36 for the previous year. The goal for FY 2011-12 is to keep reportable incidents per 100 employees at or below 4.0.

Changes to Services and Activities

The Environmental Policy group will eliminate a Principal Financial Analyst ($139,932) due to retirement.

The Finance group will eliminate one-year consultant funding ($21,000) for rate approval process, remove ($35,615) contribution for the COPPEA Professional Development Fund for one year, eliminate consultant support ($23,315) for auditing bureau contracts, hold vacant an Accountant I position ($59,430) for one year and eliminate a Senior Administrative Specialist ($51,540) at mid-year, a position that is on loan for community outreach purposes related to the Fats, Oils and Greases program. There are no service delivery impacts resulting with these reductions.

The Bureau Support group will reduce maintenance of grounds at the Water Pollution Control Lab (WPCL) and will implement changes in scheduled services from Parks ($27,398) and reduce WPCL facility operations and maintenance from centralized Facilities Services ($16,800). Funding is eliminated for a treatment plant forklift ($20,938) and for plant security services ($62,500). In additional to the specific reductions above, pass-through savings from centralized services from the Office of Management totaling $387,803 were offset by $73,024 of additional pass-through charges for procurement activities. There are no service delivery impacts resulting with these reductions.

In additional to the specific program cuts above, there was a one-time elimination of merit increases for non-represented personnel that saved $33,906.

The assets and maintenance responsibilities for the Portland Loos, which will cost $119,000, has transferred from the Water Bureau effective July 1, 2012, and has been included in this budget program, but managed by the Wastewater Treatment Group. Additional internal bureau reductions were made to absorb the extra cost.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	76.95	76.80	68.50	67.50	67.00
Expenditures					
Administration	1,005,169	1,054,487	1,296,801	1,222,537	1,222,537
Administration & Support	22,351	53,237	0	0	0
Bureau Support	7,599,579	6,700,955	8,172,305	8,143,211	8,233,727
Communications	919,814	906,446	927,383	908,020	908,020
Employee Development	516,171	441,183	86,867	77,720	77,720
Facilities	90	0	0	0	0
Finance	4,621,052	4,930,933	7,004,880	20,364,280	20,837,740
Information Management	5,525,162	6,956,057	5,033,578	5,204,780	5,204,780
Planning	0	155	0	0	0
Total Expenditures	**20,209,388**	**21,043,453**	**22,521,814**	**35,920,548**	**36,484,524**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Effectiveness					
Maintain the bureau's first lien debt service coverage ratio at 1.5 or greater	1.71	1.97	1.95	1.95	1.95
Maintain bureau's combined 1st & 2nd lien debt service coverage ratio at 1.3 or greater	1.30	1.31	1.30	1.31	1.31
Efficiency					
Time loss hours (due to injuries)	3.36	3.20	4.00	4.00	4.00
Workload					
No. of students provided with bureau education programs	15,759	16,121	11,500	12,500	12,500

Engineering

Description

Engineering Services serves the community by managing the planning, design, and construction of public improvements necessary to protect public health and watersheds. Engineering Services provides analyses, design, construction management, technical standards, documentation of best management practices, protection and enhancement of the system, development review and permitting, CIP program and budget management, and implementation of programs to protect infrastructure.

- Program Management & Controls develops the bureau's annual capital budget and five-year capital improvement plan, monitors the budget and program, and provides support functions for program delivery.
- Asset Systems Management provides short and long-term engineering analyses and planning for combined, sanitary, and stormwater facilities and watersheds using an asset management framework. It is responsible for developing and leading improvement to the bureau's asset management program and manages the CSO program to ensure the requirements of the Amended Stipulation and Final Order are met in a timely, cost effective, and functional manner.
- Design Services provides project management and engineering design services, and is responsible for ensuring each assigned project accomplishes its intended purpose on schedule, within budget, at best value, and in a manner consistent with City and bureau missions and values.
- Watershed Revegetation reforests city natural areas and adjacent lands, plants and maintains City greenstreets and stormwater management facilities, and plants street trees to improve the urban forest canopy and enhance the functional ability of urban watersheds.
- Construction Services provides construction management and inspection services for bureau projects, development projects and projects managed by other City bureaus for assets that become part of the BES infrastructure. This program also provides materials testing, inspection, and geotechnical services for both bureau projects and projects managed by other City bureaus.
- Systems Development assists developers and other customers and supports City development goals by reviewing and approving plans, issuing permits and inspecting private stormwater facilities. This division also has primary responsibility to develop and revise the City's Stormwater Manual and to implement policies that protect water resources and stream integrity.
- Administrative/Stormwater Retrofit Services manages group operations, operating budget, personnel, and contract services, and provides support to all group programs. This program also partners with private property owners to increase on-site stormwater management at targeted locations in support of distinct bureau priorities.

Goals

Engineering Services supports the City goal of protecting and enhancing the natural and built environment by preserving, protecting, and enhancing infrastructure. Engineering Services manages wastewater and stormwater assets to preserve and enhance the value of the community's investment; aggressively controls sewer overflows and basement flooding; explores and evaluates innovative technologies and solutions; and integrates natural system concepts into design, construction, and maintenance of systems that retain or improve the current service level.

Performance

An estimated 96% of combined sewer overflow volumes have been diverted from the rivers and receive treatment as a result of completing the 20-year CSO control program in late Fall 2011. Construction management costs are forecasted to be 12% of total construction costs. More than 99% of pipe identified as highest priority for repair or replacement is incorporated into funded CIP or operating projects.

Changes to Services and Activities

Engineering Services budget will increase by $325,000 reflecting planned, current service level adjustments to provide for the updates of the Tryon Creek Wastewater Facilities Plan ($250,000); to include work requested by Lake Oswego, offset by reimbursement from Lake Oswego; and the Stormwater Management Manual ($75,000) to meet commitments in our MS4 permit and improve facility sizing calculator.

Engineering Services is eliminating funding for legal expenses ($35,000) that were associated with the possibility of an EPA consent order and eliminating 25% of training and travel ($37,500) for 180 employees of Engineering Services. Other city budget decisions resulted in pass-through savings from the Office of Management totaling $11,894.

Four and one-half vacant FTE positions were eliminated for a savings of $456,920: a Chief Engineer ($138,342), a part-time Engineering Technician II ($40,560), a CAD Technician II ($74,844), a Senior Civil Engineering Associate ($98,466); and a Capital Projects Manager I ($104,708). Additionally, there was a one-time elimination of merit increases for non-represented personnel that saved $28,861. There are no service delivery impacts resulting with these reductions.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	176.28	182.70	195.88	190.69	191.69
Expenditures					
Asset Systems Management	175,272,688	176,293,639	3,539,420	98,181,904	98,178,021
Capital Program Mgmt & Controls	16,308,447	33,283,452	111,924,638	754,618	754,618
Construction Services	1,402,022	1,322,987	1,032,425	874,053	925,593
Design	1,631,318	1,813,755	1,450,326	1,433,833	1,500,600
Downspout Disconnection	580,452	426,758	494,404	405,716	416,073
Engineering	942,155	924,376	1,643,386	1,391,653	1,366,653
Materials Test Lab	758,026	474,863	995,634	1,453,549	1,453,549
Stormwater Retrofit	210,605	473,193	357,497	430,308	430,308
Systems Development	3,204,838	3,989,728	2,517,563	2,526,710	2,547,044
Total Expenditures	**200,310,552**	**219,002,751**	**123,955,293**	**107,452,344**	**107,572,459**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Effectiveness					
Percent of pipe identified as highest priority for repair or replacement incorporated into funded CIP or Op. proj.	99%	43%	99%	99%	99%
Efficiency					
Construction management costs as a percentage of total construction costs	10%	7%	12%	12%	12%

Healthy Working Rivers

Description

Healthy Working Rivers (HWR) promotes the integration of environmental restoration, economic development, and community involvement for the Portland segments of the Willamette and Columbia Rivers. HWR facilitates river-related projects contributing to City and regional economic prosperity and implements habitat improvement projects to restore and protect riparian ecological functions. HWR coordinates implementation of river-related projects restoring and protecting ecological functions, identifies and selects pilot restoration projects, and facilitates river projects contributing to City and regional economic prosperity.

Goals

HWR's activities support efforts to enhance watershed health with a focus on the City's two main stem rivers. The office supports the City's goals to promote economic development by redeveloping Brownfield sites and connecting the community to the river to build support for improvements to watershed health.

Performance

HWR continues to provide support for restoration projects in the industrial harbor to enhance ecological values and promote economic redevelopment. The group supports implementation of a compensatory mitigation bank to support watershed restoration efforts; reviews river-related plans and programs to ensure that watershed health, economic development, and community involvement goals are being met. HWR engages other bureaus and stakeholders in discussions related to on-river recreational needs, public access and environmental protection goals and builds partnerships to support the City's watershed health efforts.

Changes to Services and Activities

Healthy Working Rivers will reduce outside consultant assistance ($35,000) and eliminate a vacant Office Support Specialist III position ($75,564). There are no service delivery impacts resulting with these reductions. Additionally, there was a one-time elimination of merit increases for non-represented personnel that saved $3,930.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	4.00	5.00	5.00	5.00	4.00
Expenditures					
Healthy Working Rivers	393,512	746,971	800,726	698,019	622,455
Total Expenditures	**393,512**	**746,971**	**800,726**	**698,019**	**622,455**

Pollution Prevention

Description

Pollution Prevention Services includes three programs: Source Control, Environmental Investigations, and Environmental Compliance. This service area also includes the Brownfield Program.

- Source Control provides environmental oversight and technical services to industrial and commercial customers to control or eliminate harmful or toxic pollutants to the City's sewer systems. This environmental oversight supports compliance with various permits held by the bureau, including the NPDES permits for both the wastewater and stormwater systems.
- Environmental Investigations provides wastewater, stormwater, surface water, groundwater, industrial wastewater, gases, soils and sediment sampling and monitoring services; a full-service environmental laboratory; and environmental project management including consultation, data analysis, and reporting for the bureau, other City bureaus, and outside agencies.
- Environmental Compliance manages the bureau's regulatory enforcement process which includes industrial pre-treatment, stormwater, and other environmental regulations under the bureau's authority. This service area also ensures bureau compliance with its state and federal regulatory obligations including permits governing wastewater collection and treatment, influences environmental policy and regulations developed by other entities; and manages the City's stormwater and groundwater permits under the Clean Water Act and the Safe Drinking Water Act.
- Brownfield Program involves clean-up and redevelopment activities through use of federal Brownfield grants, matching funds from the City and other public agencies, and investment by private sector partners. The focus of the program is to return previously contaminated property to productive economic and community use through partnership with neighborhoods and businesses.

Goals

Pollution Prevention Services supports the City goal of protecting and enhancing the natural and built environment by increasing innovative pollution prevention strategies. Pollution Prevention Services provides technical assistance to City staff and to citizens to help others prevent pollution through effective permit management, best management practices and education, and partners with customers to prevent or control pollution at the source.

Performance

In FY 2011-12 it is expected that 99% of industrial enforcement tests be in full compliance, which is the same level of performance as FY 2010-11. The goal for FY 2012-13 is to work with customers to maintain this level of performance.

Site investigations and remediation will require an average expenditure of $13,000 per site in FY 2012-13. This is more than double the figure for FY 2010-11. The methodology used to calculate the project costs was modified to analyze projects that represent the types of projects the section manages, for example green street projects, property acquisitions, restorations, dredge projects, and pipe projects. These projects were analyzed to obtain personnel and other costs charged to the project from SAP, work orders, and invoices. The average is much larger than in past years, but the size of the project has increased. Total costs per project ranges from around $3,000 to $100,000, with the rounded average of $13,000.

The Water Pollution Control Laboratory estimates it will perform 46,000 lab analyses in FY 2012-13. This figure is approximately the same as the actual number of testing performed during FY 2010-11. In FY 2010-11 46,048 tests were performed which was a significant increase from the previous years. The bureau is projecting approximately the same results because of a decrease in the types of tests required for the UIC Program with an increase in the number of tests coming from outside agencies.

Changes to Services and Activities

Pollution Prevention Services budget will increase by $181,000 reflecting planned current service level adjustments to provide for replacements of required lab equipment. Reductions will occur within Pollution Prevention Services and include reducing office support, travel, and outside laboratory services ($100,150); reducing maintenance inspection program for privately owned stormwater facilities ($10,000); eliminating agreement with DEQ for Underground Injection Control permits as this is being done in-house ($19,000); holding vacant an Environmental Program Manager for one year ($115,356); and eliminating a vacant Engineering Technician II ($74,844). There was a one-time elimination of merit increases for non-represented personnel that saved $8,731. Other city budget decisions resulted in pass-through savings from centralized services from the Office of Management totaling $11,382.

Effective July 1, 2013, the bureau will assume the responsibility of the Portland Loos at an additional cost of $119,000. The cost will be absorbed by $27,400 of internal cuts ($20,000 from minor equipment and $7,400 from the budget for intern support).

There are no service delivery impacts resulting with these reductions.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	81.60	80.00	85.17	84.50	84.50
Expenditures					
Env. Monitoring & Investigation	1,619,184	1,817,397	2,350,267	1,930,106	1,910,106
Environmental Compliance	1,695,327	2,378,343	4,332,355	3,515,962	3,534,962
Pollution Prevention	198,552	224,287	354,475	389,295	338,479
Source Control	2,827,185	2,839,050	3,607,239	3,425,463	3,402,355
Total Expenditures	**6,340,249**	**7,259,077**	**10,644,336**	**9,260,826**	**9,185,902**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Effectiveness					
Percent of industrial enforcement tests in full compliance	99.0%	99.0%	99.0%	99.0%	99.0%
Efficiency					
Average resources spent in site investigations and cleanup, per site investigated or remediated	$3,652	$6,132	$4,435	$13,000	$13,000
Workload					
No. of lab analyses performed each year	39,800	46,048	41,000	46,000	46,000

Portland Harbor

Description

The Portland Harbor Superfund program is managed through the Office of the Director and is funded within the Environmental Remediation Fund. The existence of the bureau's Superfund program is recognition by City Council that a strong City presence in the Superfund cleanup is critical. The Administrator of the Portland Harbor Superfund Program reports to the bureau director. The Administrator represents the City at a management level in the Lower Willamette Group (LWG), and with the tribal governments, and federal and state agencies.

The City is a member of the LWG, composed of private and public entities who have signed a formal Consent Order agreement with the Environmental Protection Agency (EPA) to fund a contaminated sediment investigation. The City has a dual role as a party potentially responsible for cleaning up contaminated sediments and as a government with strong stewardship obligations and commitments. The City is also assessing the potential of the City's stormwater conveyance system to carry contamination from upland sources to the river sediments.

Program staff work with Natural Resource Trustee agencies and tribal governments on natural resource restoration efforts, and have developed government-to-government relationships with several tribal governments involved in the project. Program staff are working with other City staff, spearheading a Lower Willamette Ecosystem Restoration Project with the Army Corps of Engineers under the authority of the federal Water Resources Development Act (WRDA). This work is closely coordinated with the Office of Healthy Working Rivers, Bureau of Planning and Sustainability, and the BES watershed management staff.

The City is continuing to pursue and maintain a strong, direct government-to-government role with EPA, DEQ, and the six tribal governments on all of these issues in addition to its work as a member of the LWG.

Goals

The Superfund program supports the City goal of protecting and enhancing the natural and built environment by actively participating in the Superfund cleanup. This involvement will also ultimately promote economic vitality and opportunities as Superfund cleanup issues are resolved. The City is helping to fund and coordinate the investigation and potential cleanup activities to ensure that the Lower Willamette River is fully evaluated in a timely and cost effective manner, the Lower Willamette is restored to protect human health and the environment, and liability is fairly allocated among all responsible parties.

Changes to Services and Activities

Reductions within Portland Harbor include eliminating a vacant Portland Harbor Superfund Administrator position ($119,046), a reduction in contractor assistance for outfall investigation ($125,000), CERCLA technical assistance ($200,000), elimination of an agreement with the Tribal Institute at Portland State University ($35,000) and reduction of payments to the LWG ($900,000), reflecting a planned decrease in contributions for studies in anticipation of a Record of Decision. There is also a reduction of ($190,528) in internal services for field operations and

laboratory services, offset by additional services from the City Attorney's Office of $137,660. There was a one-time elimination of merit increases for non-represented personnel that saved $1,028. Other City budget decisions resulted in pass-through savings from centralized services from the Office of Management totaling $704. There are no service delivery impacts resulting with these reductions.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	6.00	6.00	5.00	3.00	4.00
Expenditures					
CERCLA (Superfund)	3,141	16,195	1,550,000	650,000	650,000
Portland Harbor	5,580,862	5,421,005	3,690,526	3,154,781	3,230,345
Total Expenditures	**5,584,004**	**5,437,200**	**5,240,526**	**3,804,781**	**3,880,345**

Wastewater

Description

Wastewater Services protects public health, water quality, and the environment by cost-effectively operating and maintaining wastewater and stormwater collection, pumping and treatment facilities and managing related programs in a manner that assures compliance with all applicable permits, regulations, and contracts. In addition to two wastewater treatment plants, the system includes 97 active pumping stations, 2,328 miles of pipeline, 62,706 manholes, 8,548 stormwater sumps (UICs), 172,216 laterals, 758,117 lineal feet of ditches, 55,380 stormwater inlets and catch basins, 347 trash racks, 155 manufactured stormwater facilities, 1,375 "green" stormwater facilities, and 242 stormwater detention facilities. Additional services provided by Wastewater include residuals management, odor control, biosolids reuse, methane reuse, vector control, and emergency repairs.

Inspection, cleaning, maintenance, and repair for most sewer and stormwater facilities are provided through an interagency agreement with the Portland Bureau of Transportation Maintenance Division (PBOT). PBOT also provides collection system customer response and utility locating services.

This program also manages services that support the operation and maintenance of wastewater infrastructure. This includes administrative services, work and asset management system administration, facilities management, and inventory management and acquisition.

Goals

Wastewater Services support the City goal of protecting and enhancing the natural and built environment by meeting regulatory requirements.

Performance

The treatment process at both treatment plants continues to achieve removal of greater than 96% of total suspended solids and biochemical oxygen demand from the wastewater, compared with the 85% regulatory performance required in the NPDES permits. Wastewater Services plans to sustain this level of performance in FY 2012-13.

Collection and treatment facilities delivered and processed 30.4 billion gallons of wastewater during FY 2010-11. Factors affecting total volume include the degree of water conservation by customers, how much stormwater and groundwater are kept out of the system, the volume of captured CSO now in place, and rainfall in the service area. High rainfall during FY 2010-11 drove the total flow higher than originally anticipated. It is expected that wastewater conveyed and treated will total approximately 28.4 billion gallons in FY 2011-12, and, with a full year of East Side CSO flow captured and treated during FY 2012-13, total flow during FY 2012-13 is expected to increase to 30.4 billion gallons.

The operating and maintenance cost of wastewater treatment was approximately $509 per million gallons treated for FY 2010-11, driven down by the high rainfall. This is projected to increase in FY 2011-12 to about $555 per million gallons treated and then increase slightly again for FY 2012-13.

In an effort to continue to preserve system capacity and prevent sanitary sewer overflows in the collection system, 1.35 million feet of sewers were inspected and approximately the same feet cleaned, totaling 2.7 million feet inspected and cleaned in FY 2010-11. This is projected to remain approximately the same in FY 2011-12.

Changes to Services and Activities

Wastewater Services budget increased by $585,000 reflecting planned, current service level adjustments for increases in utilities and materials costs, as FY 2012-13 will be the first full year operating and maintaining all the new facilities associated with the CSO system. This includes $250,000 for collections system utilities; $80,000 for treatment plant utilities, $120,000 for chemically enhanced primary treatment, $50,000 for chemicals at Swan Island CSO Pump Station and $50,000 for hypochlorite prices increases that will take effect October 2012.

Additionally, CBWTP was issued a new NPDES permit, effective July 1, 2011. The permit includes several new requirements for monitoring, inspections, procedures and studies. These new regulatory requirements increase the bureau's work and supporting budget in several areas including $120,000 for outfall inspections, $8,200 for new permit procedures, and $129,000 for required studies.

Costs to sustain current service levels include $78,316 for biosolids transportation, $29,575 for polymer, $43,438 for services to maintain co-generation engines, $91,000 for replacement of existing inspection equipment, $220,000 for replacement of existing vehicles, $67,000 for replacement of an existing engine lath, the refunding of $25,000 for odor control chemicals, and $50,000 for utilities at Fanno Basin Pump Station with this facility back on-line.

Costs for additional services include $100,000 for adequate operation and maintenance of stormwater facilities, $190,000 for biosolids land application to return service levels to previous years' and mitigate accumulating solids in the lagoon, and $32,000 for services to inspect medium voltage variable frequency drives.

The increases are offset by reductions of $863,000 for fleet replacements assigned to PBOT for the collection system interagency and ($75,000) for security improvements that will be implemented by the end of FY 2012-13.

Wastewater Services' FY 2012-13 budget reflects additional reductions in overtime ($50,000) by budgeting for historical trends, reduced operating budget funding for emergency repairs ($250,000) as they are more appropriately recorded within the CIP, hold vacant an Electrician/Instrument Technician ($93,972) for one year, and eliminate a vacant Engineering Technician II ($74,844). There was a one-time elimination of merit increases for non-represented personnel that saved $6,935. Other city budget decisions resulted in pass-through savings from centralized services from the Office of Management totaling $68,228. There are no service delivery impacts resulting with these reductions.

Effective July 1, 2013, the bureau will assume the responsibility of the Portland Loos, at an additional cost of $119,000 of which this budget program contributed $7,400 of internal cuts (intern support) to absorb the added expense. Improved operational activities with regard to sale of methane gas to Malarkey Roofing resulted in an additional $60,000 of revenue. The Portland Loos has been included in the Administration and Support budget program, although managed by the Wastewater Treatment Group.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	135.67	137.00	128.95	128.02	128.02
Expenditures					
Collection System	27,183,599	25,298,363	34,821,609	31,603,509	31,596,109
Maintenance	1,641	2,061	0	0	0
Operations	0	1,657	0	(4,235)	0
Treatment	15,762,695	15,446,180	16,628,876	17,727,578	17,723,343
Wastewater	788,599	774,603	943,151	849,223	849,223
Total Expenditures	**43,736,535**	**41,522,864**	**52,393,636**	**50,176,075**	**50,168,675**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Effectiveness					
Percent of biochemical oxygen demand (BOD) removed	96.5%	96.5%	85.0%	85.0%	85.0%
Efficiency					
Cost to operate and maintain the treatment plants reflected in costs per million gallons per day (mgd)	$573	$509	$555	$565	$565
Workload					
Wastewater processed in million gallons per day	27,566	30,449	28,450	30,400	30,400

Watershed

Description

The Watershed Services is comprised of three Programs: Watershed Management, Sustainable Stormwater, and Endangered Species Act (Science Fish and Wildlife). The Group works with other City bureaus, local, regional, state and federal agencies and the Portland community to protect and restore our rivers and watersheds. Watershed Services plans, implements, and monitors watershed-based projects to meet regulatory mandates and maintain public health and safety. The group also tests, promotes, and implements sustainable site development practices and projects, and interprets and implements state and federal fish and wildlife laws, regulations, and policies.

- The Watershed Management Program leads development and implementation of the Portland Watershed Management Plan (PWMP), which establishes comprehensive approaches and priority projects to protect and restore Portland's urban waterways. The FY 2012-13 is the seventh year of integrated watershed management under the PWMP. The PWMP is designed to integrate the City's response to regulatory requirements of the Clean Water Act, the Safe Drinking Water Act, the ESA, and other laws and programs in an approach based in ecological principles and watershed conditions, rather than relying strictly on regulatory requirements to define city actions. FY 2012-13 will be the fourth year implementing the Grey to Green Initiative, an acceleration of project activities under the PWMP.
- The Sustainable Stormwater Management Program provides policy and technical assistance, education and outreach, and project design and implementation to demonstrate and create incentives for sustainable stormwater projects. Sustainable stormwater facilities cost-effectively reduce the volume of stormwater entering the combined system, mitigate impacts to sensitive habitats, and reduce stormwater pollutants. These projects also help the City meet resource protection and environmental compliance goals and regulations.
- The Endangered Species Act (Science, Fish, and Wildlife) Program provides the scientific foundation needed to respond to, and implement, the City's environmental mandates - especially the ESA - and to integrate those mandates fully into the watershed context. The Program provides vital services and ecological expertise for implementation of a variety of city projects and programs in multiple bureaus. ESA also is responsible for managing a streamlined process for in-water construction permits for all City bureaus and for coordination with a variety of regional-scale watershed management programs.

Goals

Watershed Services supports the City goal of protecting and enhancing the natural and built environment by improving and protecting watershed health within the urban community. Watershed Services demonstrates and promotes the advantages of watershed health protection when developing and implementing City programs and projects. Watershed Services responds to regulatory and environmental compliance using a natural systems approach (green infrastructure) to meet the

bureau's objectives, minimize costs, and provide maximum benefits. Watershed Services is working closely with the Bureau of Planning and Sustainability in the planning and implementation of the Climate Action Plan and the Portland Plan. Watershed Services also is investing significant support of asset management work within BES and integration of green infrastructure into system development work.

Performance

Watershed Services and the Watershed Revegetation Program restored 26,225 feet of stream bank during FY 2010-11, bringing the bureau's cumulative total restored to over 376,000 feet. The bureau goal for FY 2011-12 and FY 2012-13 is to restore an additional 25,000 feet each year. The annual amount of stream bank restoration reported each year varies based on timing of project completion and the varying size and nature of projects.

Also in FY 2010-11, 9,965 people contributed thousands of volunteer hours in projects organized or coordinated by the Community Watershed Stewardship Program and other watershed stewardship programs. For FY 2011-12 and FY 2012-13, the number of participants is expected to remain fairly constant, with some variances in participation levels due to the type of volunteer projects that are selected for funding.

Watershed Services and the Watershed Revegetation Program planted 48,797 trees in FY 2010-11. The bulk of those were seedlings planted as part of natural area revegetation projects, while 7,348 were new (larger) street and yard trees planted through the Grey to Green initiative. The FY 2011-12 goal for natural area trees was 35,000, and the goal for new Grey to Green street and yard trees was 7,700. The target for FY 2012-13 is an additional 41,400 trees planted between the two programs.

The Grey to Green initiative accomplishments from 2008 to June 30, 2011 also include: over 281,000 square feet of ecoroofs constructed (6.47 acres), over 2,700 new acres treated for invasive plant control in parks and through the Early Detection Rapid Response program, 546 green street facilities constructed, and 261 acres of natural area purchased to protect water quality and restore watershed function. Of eight culverts targeted for replacement in Crystal Springs Creek, one is complete and five others are designed and slated for construction in FY 2012-13 and FY 2013-14, with the majority of the funding coming from the Army Corps of Engineers and other partners.

Changes to Services and Activities

Watershed Services budget increased by $300,012 reflecting a planned, current service level adjustment to ecoroof activities and $55,000 for the continuation of private property retrofits to address sewer backups.

Watershed Services reflects the reduced support for private property stormwater retrofits ($75,000), the elimination of part time positions: a Senior Administrative Specialist ($34,776) and a Senior Management Analyst ($45,180), and the elimination of Parks pass-through funding to Multnomah County ($69,000). Additionally, the Grey to Green program is deferring funding for the ecoroof grant program to reflect slower than forecast expenditures due to current economic conditions ($637,512). There was a one-time elimination of merit increases for non-represented personnel that saved $15,229. Other city budget decisions resulted in pass-through savings from centralized services from the Office of Management totaling $8,776. There are no service delivery impacts resulting with these reductions.

Effective July 1, 2013, the bureau will assume the responsibility of the Portland Loos, at an additional cost of $119,000, of which this budget program contributed $7,400 of internal cuts (intern support) to absorb the added expense.

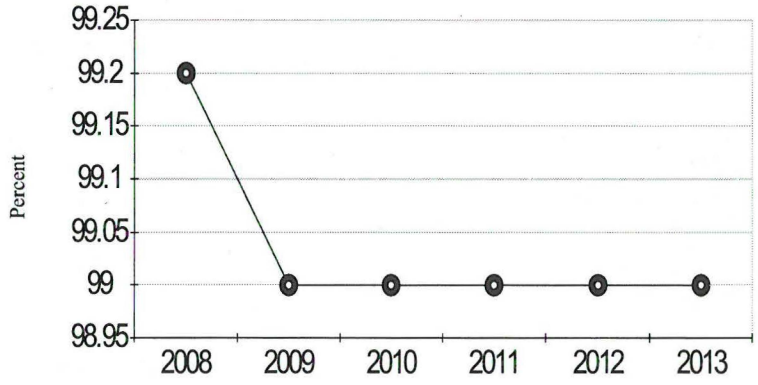
FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	60.25	61.60	54.53	52.57	53.57
Expenditures					
Environmental Policy	1,953,628	509,969	0	0	0
Science, Fish & Wildlife	891,211	1,311,130	1,279,466	1,189,510	1,189,510
Sustainable Stormwater	2,007,713	1,811,710	2,712,295	2,295,679	2,295,679
Watershed	294,775	355,509	384,009	504,721	534,157
Watershed Management	4,308,031	4,764,442	6,683,949	6,499,887	6,984,494
Watershed Revegetation	3,043,325	3,815,874	906,175	1,659,097	1,322,169
Total Expenditures	**12,498,683**	**12,568,634**	**11,965,894**	**12,148,894**	**12,326,009**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Workload					
Number of individual participants in projects catalyzed or hosted by the Stewardship Program	12,346	9,965	10,000	9,500	9,500
Number of trees planted	58,370	48,797	56,950	41,400	41,400

Performance Measures

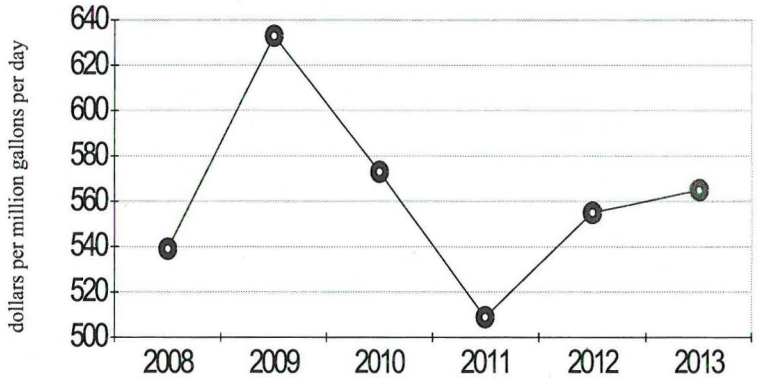
Enforcement Tests

Percent of industrial enforcement tests in full compliance.



Wastewater Processing Cost

Cost to operate and maintain the wastewater treatment plants reflected in costs per million gallons. FY 2008-09 reflects the lowest combined flow rate in the last decade. When flow is low, cost per unit increases.



	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
Resources					
External Revenues					
Licenses & Permits	1,042,164	1,103,843	1,230,000	1,155,000	1,155,000
Charges for Services	224,878,011	243,984,954	260,873,837	282,202,746	282,402,628
Intergovernmental	1,793,336	2,774,926	2,966,878	2,385,828	2,385,828
Bond & Note	162,699,982	456,960,581	244,700,000	217,000,000	217,000,000
Miscellaneous	8,291,241	6,456,444	1,688,315	1,187,500	1,247,500
Total External Revenues	**398,704,734**	**711,280,748**	**511,459,030**	**503,931,074**	**504,190,956**
Internal Revenues					
Fund Transfers - Revenue	327,847,971	409,330,974	295,093,823	276,760,000	276,840,366
Interagency Revenue	1,595,545	2,461,417	3,347,107	1,952,597	1,952,597
Total Internal Revenues	**329,443,515**	**411,792,391**	**298,440,930**	**278,712,597**	**278,792,963**
Beginning Fund Balance	181,663,261	131,439,939	188,345,500	111,957,500	111,957,500
Total Resources	**$909,811,511**	**$1,254,513,078**	**$998,245,460**	**$894,601,171**	**$894,941,419**
Requirements					
Bureau Expenditures					
Personnel Services	52,487,649	54,040,521	58,425,996	57,666,694	57,851,989
External Materials and Services	58,894,732	54,584,071	48,694,437	50,341,034	50,959,034
Internal Materials and Services	38,211,915	38,860,389	42,658,343	41,077,948	41,061,148
Capital Outlay	139,496,239	160,099,385	77,743,449	70,375,811	70,368,198
Total Bureau Expenditures	**289,090,535**	**307,584,366**	**227,522,225**	**219,461,487**	**220,240,369**
Fund Expenditures					
Debt Service	145,309,583	310,878,334	150,842,986	151,786,222	151,786,222
Contingency	0	0	256,802,227	191,289,346	190,850,712
Fund Transfers - Expense	343,971,454	427,679,811	314,101,981	283,987,250	283,987,250
Debt Service Reserves	0	0	46,070,500	45,070,500	45,070,500
Total Fund Expenditures	**489,281,037**	**738,558,145**	**767,817,694**	**672,133,318**	**671,694,684**
Ending Fund Balance	131,439,939	208,370,567	2,905,541	3,006,366	3,006,366
Total Requirements	**$909,811,511**	**$1,254,513,078**	**$998,245,460**	**$894,601,171**	**$894,941,419**
Programs					
Administration & Support	20,209,388	21,043,453	22,521,814	35,920,548	36,484,524
Area Planning	0	3,416	0	0	0
Assessments & Improvements	1,476	0	0	0	0
Engineering	200,310,552	219,002,751	123,955,293	107,452,344	107,572,459
Financial Planning	15,987	0	0	0	0
Healthy Working Rivers	393,512	746,971	800,726	698,019	622,455
Pollution Prevention	6,340,249	7,259,077	10,644,336	9,260,826	9,185,902
Portland Harbor	5,584,004	5,437,200	5,240,526	3,804,781	3,880,345
Recreation	150	0	0	0	0
Wastewater	43,736,535	41,522,864	52,393,636	50,176,075	50,168,675
Watershed	12,498,683	12,568,634	11,965,894	12,148,894	12,326,009
Total Programs	**289,090,535**	**$307,584,366**	**$227,522,225**	**$219,461,487**	**$220,240,369**

This table summarizes project expenses by capital programs.

Bureau Capital Program / Project	Prior Years	Revised FY 2011-12	Adopted FY 2012-13	Capital Plan FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	5-Year Total
Combined Sewer Overflow								
Eastside Combined Sewer Overflow System Startup	0	3,002,000	1,093,000	495,000	0	0	0	1,588,000
Portland Opera Permanent Parking Lot	0	0	277,000	0	0	0	0	277,000
Portsmouth Force Main Odor Control	0	2,800,000	2,034,000	0	0	0	0	2,034,000
Total Combined Sewer Overflow	**0**	**5,802,000**	**3,404,000**	**495,000**	**0**	**0**	**0**	**3,899,000**
Maintenance and Reliability								
Alder: Ladd's Addition South Reconstruction/GreenStreets	0	0	0	0	0	0	725,000	725,000
Alder: Sunnyside East South Recon Green Streets	0	0	0	0	0	462,000	2,330,000	2,792,000
Alder: Sunnyside North Recon/ Green Street	0	0	0	0	0	1,746,000	4,807,000	6,553,000
Alder: Sunnyside South Recon/ Green Street	0	0	0	0	0	0	1,021,000	1,021,000
Ash Creek Sewer Rehabilitation	0	0	0	700,000	0	0	0	700,000
Beech Essex CP-K	0	0	0	0	0	51,000	279,000	330,000
Beech-Essex CP-J	0	0	0	0	51,000	814,000	5,486,000	6,351,000
Bike Boulevard Green Streets	0	1,300,000	4,260,000	3,606,000	3,573,000	2,000,000	0	13,439,000
Fanno Basin System Improvement	791,615	5,835,000	2,712,000	9,496,000	7,766,000	0	0	19,974,000
Fanno Creek Infiltration and Inflow	0	200,000	1,316,000	616,000	1,310,000	2,520,000	2,025,000	7,787,000
Fanno/Tryon Rehab	0	0	0	0	0	166,000	1,537,000	1,703,000
Hollywood Stormwater & Sewer Solutions	0	0	860,000	1,619,000	1,619,000	2,034,000	2,034,000	8,166,000
Maintenance Capital - Construction	8,689,526	230,000	230,000	230,000	230,000	230,000	240,000	1,160,000
Maintenance Capital - Contract	30,911,265	2,500,000	2,533,000	2,700,000	2,700,000	2,500,000	3,000,000	13,433,000
NE 13th: Piedmont-King Reconstruction	0	0	0	0	930,000	3,336,000	3,099,000	7,365,000
NE 13th: Woodlawn-Piedmont Reconstruction	0	0	0	0	520,000	2,052,000	1,869,000	4,441,000
NWN: BCC Support Project	0	0	500,000	1,000,000	0	0	0	1,500,000
NWN: Far North Nicolai Pipe Replacement	0	0	444,000	1,921,000	1,610,000	0	0	3,975,000
NWN: North Tanner Pipe Construction	0	0	0	0	0	1,488,000	747,000	2,235,000
NWN: Southeast Tanner	0	0	0	0	0	576,000	1,792,000	2,368,000
NWN: Southwest Tanner	0	0	0	0	0	0	472,000	472,000
Oak A Basin Phase 2	0	0	0	0	0	0	500,000	500,000
OAK:SE Oak St Sewer Repair	0	0	800,000	0	0	0	0	800,000
Owner Controlled Insurance Program Phase IV	0	804,000	802,000	802,000	802,000	0	0	2,406,000
Phase 2 Pipe Rehabilitation	0	3,113,000	8,627,000	25,884,000	38,431,000	32,171,000	33,754,000	138,867,000
SE Interceptor Rehabilitation	0	0	699,000	688,000	3,494,000	3,563,000	0	8,444,000

This table summarizes project expenses by capital programs.

Bureau Capital Program		Revised	Adopted	Capital Plan				
Project	Prior Years	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	5-Year Total
Sewer Structural Rehabilitation	249,452	8,041,000	5,659,000	1,413,000	0	0	0	7,072,000
Stark HSS-17	0	0	0	0	0	893,000	1,160,000	2,053,000
Structural Rehab Taggart Outfall 30	0	0	102,000	1,016,000	844,000	8,684,000	4,395,000	15,041,000
Taggart TGA-06	0	0	10,000	141,000	763,000	0	0	914,000
TGD: SE 41st & SE Madison	0	0	524,000	24,000	23,000	0	0	571,000
TGD: SE 41th Reconstruct & Greenstreet	0	0	0	40,000	449,000	472,000	25,000	986,000
TGD: SE 9th Greenstreet	0	0	110,000	348,000	33,000	20,000	0	511,000
TGD: SE Division Stormwater & Pipe Reconstruction	0	0	3,828,000	532,000	119,000	0	0	4,479,000
TGD: SE Hawthorne Green Street and Pipe Replacement	0	0	102,000	1,089,000	1,110,000	22,000	6,000	2,329,000
TGD: SE Powell Green Street and Pipe Reconstruction	0	0	554,000	655,000	3,059,000	3,059,000	79,000	7,406,000
TGD: SE Salmon Green Street and Pipe Reconstruction	0	0	31,000	135,000	537,000	938,000	27,000	1,668,000
TGD: Taggart D Phase 2	0	0	0	0	1,053,000	1,054,000	3,163,000	5,270,000
TGD:SE Clinton-Caruthers System Improvements	0	0	1,650,000	0	0	0	0	1,650,000
Tryon Creek Infiltration and Inflow	0	375,000	300,000	2,825,000	2,270,000	2,120,000	1,015,000	8,530,000
Tryon SS Protection 1A TCWTP to Hwy 43	0	0	136,000	460,000	921,000	0	0	1,517,000
Wheeler WHE-04	0	0	0	725,000	944,000	4,174,000	4,173,000	10,016,000
Willamette Interceptor Upgrade	0	0	0	0	0	168,000	654,000	822,000
Total Maintenance and Reliability	**40,641,858**	**22,398,000**	**36,789,000**	**58,665,000**	**75,161,000**	**77,313,000**	**80,414,000**	**328,342,000**
Sewage Treatment Systems								
Ankeny Pump Station Upgrade	218,002	2,162,000	6,000,000	1,000,000	0	0	0	7,000,000
CBWTP Cogeneration	0	320,000	350,000	350,000	3,154,000	1,290,000	0	5,144,000
CBWTP Digester Mixing	0	3,100,000	4,300,000	3,700,000	0	0	0	8,000,000
CBWTP Lagoon Phase 2, Cells 3	0	0	2,373,000	981,000	1,361,000	0	0	4,715,000
CBWTP Lagoon Phase 3 & 4, Cell	0	0	0	1,275,000	3,354,000	1,822,000	521,000	6,972,000
CBWTP Outfall Diffuser	0	0	0	0	0	642,000	1,392,000	2,034,000
CBWTP Secondary Treatment Expansion	0	0	0	0	0	1,821,000	3,019,000	4,840,000
CBWTP Seismic Improvements	0	0	0	0	0	1,669,000	1,538,000	3,207,000
CBWTP Selector Performance Enhancement	0	1,610,000	11,320,000	4,680,000	0	0	0	16,000,000
CBWTP Support Facility	0	0	4,000,000	0	0	0	0	4,000,000
CBWTP Thickened Waste Activated Sludge Piping	0	0	50,000	150,000	400,000	400,000	0	1,000,000
Guilds Lake Pump Station Upgrade	0	2,356,000	2,116,000	0	0	0	0	2,116,000
Pump Station Improvements	25,443,646	2,000,000	2,500,000	3,600,000	3,800,000	4,000,000	4,000,000	17,900,000
Repair, Rehabilitation, and Modification	19,778,780	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000

This table summarizes project expenses by capital programs.

Bureau Capital Program / Project	Prior Years	Revised FY 2011-12	Adopted FY 2012-13	Capital Plan FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	5-Year Total
Tryon Creek Wastewater Treatment Plant Improvements	0	263,000	0	216,000	749,000	378,000	860,000	2,203,000
Total Sewage Treatment Systems	**45,440,428**	**13,811,000**	**35,009,000**	**17,952,000**	**14,818,000**	**14,022,000**	**13,330,000**	**95,131,000**
Surface Water Management								
CS: Columbia Slough Outfalls Predesign	0	155,000	315,000	154,000	0	0	0	469,000
CS: Mason Flats	0	0	1,020,000	15,000	15,000	0	0	1,050,000
CS: NE 148th Basin Water Quality Facility	121,619	0	130,000	1,708,000	0	0	0	1,838,000
CS: NE 33rd Drive Culvert Phase 2	0	0	1,499,000	145,000	0	0	0	1,644,000
Culvert Replacement Phase 2	0	0	50,000	1,200,000	1,650,000	900,000	0	3,800,000
FT: Barbur Blvd Drainage Retrofit	0	0	0	39,000	39,000	246,000	246,000	570,000
FT: Boones Ferry Culvert	0	0	254,000	231,000	1,184,000	0	0	1,669,000
FT: Fanno BvrtnHills Hwy	0	0	83,000	373,000	584,000	0	0	1,040,000
FT: Fanno Tryon Drainage Shoulder Improvements	0	0	0	0	206,000	1,158,000	1,155,000	2,519,000
FT: Fanno/Tryon Creek Watersheds Land Acquisition	0	0	0	154,000	154,000	154,000	0	462,000
FT: Fanno/Tryon Outfall	0	0	427,000	1,000,000	0	0	0	1,427,000
FT: Fanno/Tryon Stormwater Facilities	0	0	320,000	0	0	0	0	320,000
FT: Fanno/Tryon WQF 2	0	0	34,000	263,000	262,000	69,000	0	628,000
FT: FannoTryon StrmRetro	0	0	76,000	128,000	468,000	468,000	392,000	1,532,000
FT: I5/SW 26 WQF	0	0	0	0	146,000	133,000	1,000,000	1,279,000
FT: Jackson Middle School Creek Daylight	0	0	0	0	162,000	898,000	285,000	1,345,000
FT: Spring Garden Stream	0	0	223,000	0	0	0	0	223,000
FT: SW 45th Ave Culvert	0	0	0	63,000	60,000	467,000	0	590,000
Green Streets/Bikeways	0	1,900,000	1,513,000	0	0	0	0	1,513,000
Grey to Green - Green Street Projects	0	0	75,000	719,000	0	0	0	794,000
Grey to Green Culverts	0	0	527,000	302,000	125,000	0	0	954,000
Grey to Green: Land Acquisition	0	9,136,475	3,000,000	4,000,000	1,500,000	2,000,000	1,000,000	11,500,000
JC: Brunkow	0	0	0	248,000	497,000	23,000	0	768,000
JC: Community Restoration Partnership	0	0	25,000	75,000	300,000	398,000	398,000	1,196,000
JC: Freeway Land Floodplain Restoration	0	0	50,000	800,000	700,000	1,000,000	3,000,000	5,550,000
JC: Hammersmith	0	0	0	0	444,000	875,000	38,000	1,357,000
JC: Johnson Creek Willing Seller Phase 2	0	0	500,000	500,000	500,000	500,000	500,000	2,500,000
JC: Oxbox	0	0	0	234,000	176,000	940,000	0	1,350,000
JC: Springwater Wetland	0	0	340,000	0	0	0	0	340,000
JC: West Lents Flood Mitigation	428,108	0	0	0	293,000	527,000	2,665,000	3,485,000
JC:Luther Road Habitat Restoration	97,021	0	200,000	3,500,000	200,000	0	0	3,900,000

This table summarizes project expenses by capital programs.

Bureau Capital Program / Project	Prior Years	Revised FY 2011-12	Adopted FY 2012-13	Capital Plan FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	5-Year Total
JC:S Foster - E Lents Phase 2 Flood Mitigation	0	0	2,000,000	0	0	0	0	2,000,000
Oaks Bottom Culvert Replacement	0	0	10,000	2,054,000	0	0	0	2,064,000
Swan Island Beach Mitigation Bank	0	0	1,100,000	500,000	1,332,000	1,336,000	1,332,000	5,600,000
Underground Injection Control Improvements	156,050	1,605,000	1,056,000	3,223,000	1,448,000	0	0	5,727,000
Watershed Investment	0	1,500,572	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
Total Surface Water Management	**802,798**	**14,297,047**	**16,327,000**	**23,128,000**	**13,945,000**	**13,592,000**	**13,511,000**	**80,503,000**
Systems Development								
Drainage Improvement	2,232,967	29,000	250,000	250,000	250,000	250,000	250,000	1,250,000
Milw Light Rail Ext	0	571,000	226,000	226,000	226,000	42,000	0	720,000
Party Sewers	0	750,000	750,000	2,450,000	2,400,000	1,000,000	1,000,000	7,600,000
PBOT Interagency Reimbursement	7,578,004	350,000	350,000	350,000	350,000	350,000	350,000	1,750,000
Permit Reimbursement	950,027	45,000	45,000	45,000	45,000	45,000	45,000	225,000
Pleasant Valley Strm	0	0	0	0	0	0	567,000	567,000
Public Works Permit Projects	11,194,271	725,000	350,000	400,000	400,000	400,000	400,000	1,950,000
SE Foster & 122nd Sewer Construction	0	0	0	368,000	0	0	0	368,000
Sewer Easements on Existing Sewers	0	0	62,000	50,000	50,000	50,000	50,000	262,000
South Airport Pump Station	0	1,085,000	1,865,000	660,000	0	0	0	2,525,000
Total Systems Development	**21,955,269**	**3,555,000**	**3,898,000**	**4,799,000**	**3,721,000**	**2,137,000**	**2,662,000**	**17,217,000**
Total Requirements	**108,840,353**	**59,863,047**	**95,427,000**	**105,039,000**	**107,645,000**	**107,064,000**	**109,917,000**	**525,092,000**

Class	Title	Salary Range Minimum	Salary Range Maximum	Revised FY 2011-12 No.	Revised FY 2011-12 Amount	Proposed FY 2012-13 No.	Proposed FY 2012-13 Amount	Adopted FY 2012-13 No.	Adopted FY 2012-13 Amount
30000062	Accountant I	38,064	53,123	1.00	38,064	1.00	38,064	1.00	38,064
30000063	Accountant II	49,754	60,798	4.00	232,032	4.00	234,900	4.00	234,900
30000064	Accountant III	54,787	66,893	1.00	66,888	1.00	66,888	1.00	66,888
30000434	Administrative Assistant	45,074	69,451	5.00	317,816	5.00	323,222	5.00	323,222
30000433	Administrative Specialist, Sr	41,974	64,626	5.00	319,618	3.50	246,388	4.50	288,364
30000436	Administrative Supervisor I	54,725	72,925	2.00	145,848	2.00	145,848	2.00	145,848
30000104	Automotive Equip Oper II: Tractor-Trailr	43,347	52,208	1.00	52,212	1.00	52,212	1.00	52,212
30000671	Biosolids/Reuse Program Manager	69,826	93,829	1.00	89,789	1.00	93,201	1.00	93,201
30000315	Botanic Spec I-Generalist	51,334	65,520	1.00	59,424	1.00	61,656	1.00	61,656
30000320	Botanic Spec II-Generalist	54,038	68,931	3.00	173,736	3.00	178,454	3.00	178,454
30000321	Botanic Spec II-Ntrl Resource Ecologist	54,038	68,931	6.00	404,420	6.00	409,760	6.00	409,760
30000441	Business Operations Manager	75,109	100,048	3.00	297,701	3.00	300,132	3.00	300,132
30000442	Business Operations Manager, Sr	93,288	130,291	1.00	130,296	1.00	130,296	1.00	130,296
30000448	Business Systems Analyst	57,450	76,586	1.00	74,576	1.00	76,584	1.00	76,584
30000449	Business Systems Analyst, Sr	63,378	84,635	3.00	250,908	3.00	252,658	3.00	252,658
30000329	CAD Technician II	50,690	64,667	15.00	919,200	14.00	879,520	14.00	879,520
30000330	CAD Technician III	61,568	78,645	5.00	389,532	5.00	392,313	5.00	392,313
30000689	Capital Program Mgmt & Controls Manager	86,840	117,686	1.00	103,728	1.00	107,979	1.00	107,979
30000399	Capital Project Manager I	61,568	78,645	3.00	224,868	2.00	167,899	2.00	155,755
30000686	Capital Project Manager II	66,602	89,107	2.00	178,224	2.00	178,224	2.00	178,224
30000700	Communications Engineer	66,602	89,107	1.00	89,112	1.00	89,112	1.00	89,112
30000491	Community Outreach & Informtn Assistant	45,074	69,451	2.00	91,222	2.00	94,960	2.00	94,960
30000492	Community Outreach & Informtn Rep	54,725	72,925	2.00	145,848	2.00	145,848	2.00	145,848
30000493	Community Outreach & Informtn Rep, Sr	60,341	80,475	2.00	136,840	2.00	141,291	2.00	141,291
30000470	Contractor Dev Program Coordinator	63,378	84,635	1.00	73,068	1.00	75,558	1.00	75,558
30000455	Contracts Dev & Review Administrator	66,602	89,107	1.00	89,112	1.00	89,112	1.00	89,112
30000672	Data Acquisition & Mgmt Supervisor	69,826	93,829	1.00	93,828	1.00	93,828	1.00	93,828
30000733	Development Services Manager	80,787	107,557	1.00	107,556	1.00	107,556	1.00	107,556
30000333	Development Services Technician II	50,690	64,667	1.00	64,668	1.00	64,668	1.00	64,668
30000732	Development Supervisor I	63,378	84,635	1.00	84,636	1.00	84,636	1.00	84,636
30000576	Economist, Sr	66,602	89,107	1.00	85,632	1.00	88,822	1.00	88,822
30000635	Electrical/Instrumentation Supervisor	69,826	93,829	1.00	93,828	1.00	93,828	1.00	93,828
30000116	Electrician	64,376	69,493	6.00	416,952	6.00	416,952	6.00	416,952
30000121	Electrician/Instrument Technician	66,331	71,594	7.00	495,888	7.00	495,888	7.00	495,888
30000401	Electronic Systems Technician	52,666	67,184	3.00	201,564	3.00	201,564	3.00	201,564
30000683	Engineer, Chief	102,648	146,952	2.00	249,600	1.00	146,952	1.00	146,952
30000682	Engineer, Principal	93,787	125,070	3.00	372,156	3.00	374,204	3.00	374,204
30000680	Engineer, Sr	81,182	108,243	11.00	1,176,463	11.00	1,187,035	11.00	1,187,035
30000681	Engineer, Supervising	87,277	116,355	11.00	1,268,416	11.00	1,277,449	11.00	1,277,449
30000365	Engineer-Civil	80,954	98,384	29.00	2,789,784	29.00	2,817,903	29.00	2,817,903
30000366	Engineer-Electrical	80,954	98,384	2.00	196,776	2.00	196,776	2.00	196,776
30000368	Engineer-Mechanical	80,954	98,384	1.00	94,076	1.00	98,388	1.00	98,388
30000358	Engineering Associate, Sr-Civil	69,992	89,232	11.00	916,226	10.00	856,588	10.00	856,588
30000360	Engineering Associate, Sr-Geotechnical	69,992	89,232	1.00	89,232	1.00	89,232	1.00	89,232
30000353	Engineering Associate-Civil	57,533	77,106	8.00	536,755	8.00	558,154	8.00	558,154
30000324	Engineering Technician I	37,835	50,690	1.00	38,148	1.00	40,044	1.00	40,044
30000325	Engineering Technician II	50,690	64,667	26.00	1,592,901	25.00	1,563,109	26.00	1,618,993
30000326	Engineering Technician III	61,568	78,645	7.00	532,476	7.00	536,827	7.00	536,827
30001659	Env Svcs OCIP, Risk & Safety Officer	75,109	100,048	1.00	98,532	1.00	99,666	1.00	99,666
30001736	Environmental Compliance Mgr	80,787	107,557	1.00	100,044	1.00	103,464	1.00	103,464

Class	Title	Salary Range Minimum	Salary Range Maximum	Revised FY 2011-12 No.	Revised FY 2011-12 Amount	Proposed FY 2012-13 No.	Proposed FY 2012-13 Amount	Adopted FY 2012-13 No.	Adopted FY 2012-13 Amount
30000859	Environmental Intergovernmental Rel Mgr	80,787	107,557	1.00	107,556	1.00	107,556	1.00	107,556
30001735	Environmental Investigations Mgr	80,787	107,557	1.00	125,076	1.00	125,076	1.00	125,076
30000669	Environmental Monitoring Svcs Group Mgr	93,288	130,291	1.00	130,296	1.00	130,296	1.00	130,296
30000459	Environmental Policy Analyst	63,378	84,635	1.00	84,636	1.00	84,636	1.00	84,636
30000662	Environmental Program Coordinator	60,341	80,475	9.00	672,107	9.00	686,345	9.00	686,345
30000663	Environmental Program Manager	66,602	89,107	11.00	951,010	10.00	871,504	10.00	871,504
30000664	Environmental Program Manager, Sr	75,109	100,048	3.60	349,832	3.60	353,506	3.60	353,506
30000661	Environmental Program Specialist	54,725	72,925	3.00	210,972	3.00	213,640	3.00	213,640
30000419	Environmental Services Director	129,834	186,056	1.00	179,373	1.00	185,142	1.00	185,142
30000339	Environmental Specialist	61,568	78,645	27.00	2,016,371	27.00	2,050,380	27.00	2,050,380
30001359	Environmental Svcs Public Affairs Mgr	75,109	100,048	1.00	95,808	1.00	99,732	1.00	99,732
30000337	Environmental Technician I	37,835	50,690	4.00	153,216	2.00	79,224	3.00	117,060
30000338	Environmental Technician II	50,690	64,667	34.00	2,112,920	35.00	2,190,021	34.00	2,139,333
30000712	Facilities Services Specialist	54,725	72,925	1.00	61,590	1.00	64,118	1.00	64,118
30000569	Financial Analyst, Principal	75,109	100,048	4.00	404,004	3.00	305,136	3.00	305,136
30000341	GIS Technician I	37,835	50,690	1.00	50,688	1.00	50,688	1.00	50,688
30000342	GIS Technician II	50,690	64,667	2.00	115,248	2.00	119,410	2.00	119,410
30000343	GIS Technician III	61,568	78,645	3.00	225,252	3.00	227,468	3.00	227,468
30000373	Graphics Designer III	61,568	78,645	1.00	78,648	1.00	78,648	1.00	78,648
30001080	Healthy Working Rivers Manager	86,840	117,686	1.00	92,700	1.00	95,870	1.00	95,870
30000340	Hydrogeologist	69,826	89,066	1.00	89,064	1.00	89,064	1.00	89,064
30000126	Industrial Machinist	51,979	56,472	1.00	56,472	1.00	56,472	1.00	56,472
30000157	Industrial Maintenance Millwright	51,979	56,472	28.00	1,572,240	28.00	1,575,232	28.00	1,575,232
30000114	Industrial Painter	51,438	55,890	1.00	51,444	1.00	51,444	1.00	51,444
30001510	Inf Syst Analyst IV-GIS,Vertical	66,602	89,107	1.00	89,112	1.00	89,112	1.00	89,112
30000218	Inf Syst Analyst, Principal-Gen	75,109	100,048	2.00	191,320	2.00	195,056	2.00	195,056
30000880	Inf Syst Analyst, Principal-GIS,Vertical	75,109	100,048	1.00	100,044	1.00	100,044	1.00	100,044
30000606	Inf Syst Mgr-Enterprise Database Mgr	80,787	107,557	1.00	97,134	1.00	101,109	1.00	101,109
30000239	Instrument Technician	64,376	69,493	9.00	625,428	9.00	625,428	9.00	625,428
30001283	Laboratory Analyst II	45,760	60,382	6.00	359,448	6.00	362,304	6.00	362,304
30001284	Laboratory Analytical Specialist	52,166	69,264	6.00	415,584	6.00	415,584	6.00	415,584
30001285	Laboratory Coordinator	54,142	76,398	2.00	152,808	2.00	152,808	2.00	152,808
30000670	Laboratory Manager	75,109	100,048	1.00	100,044	1.00	100,044	1.00	100,044
30000644	Maintenance Planner/Scheduler	54,725	72,925	5.00	363,916	5.00	364,620	5.00	364,620
30000451	Management Analyst	57,450	76,586	1.00	76,584	1.00	76,584	1.00	76,584
30000453	Management Analyst, Principal	75,109	100,048	1.00	100,044	1.00	100,044	1.00	100,044
30000452	Management Analyst, Sr	63,378	84,635	3.00	235,471	2.00	177,391	3.00	240,775
30000450	Management Assistant	45,074	69,451	2.00	138,912	2.00	138,912	2.00	138,912
30000692	Maps & Records Supervisor	60,341	80,475	1.00	77,712	1.00	77,712	1.00	77,712
30000345	Materials Testing Technician II	50,690	64,667	4.00	242,112	4.00	244,692	4.00	244,692
30000346	Materials Testing Technician III	61,568	78,645	1.00	78,648	1.00	78,648	1.00	78,648
30000012	Office Support Specialist II	31,512	43,950	5.00	194,892	5.00	197,705	5.00	197,705
30000013	Office Support Specialist III	40,310	51,896	6.00	310,776	5.00	259,500	5.00	259,500
30000678	Portland Harbor Superfund Administrator	86,840	117,686	1.00	86,844	0.00	0	0.00	0
30000677	Portland Harbor Superfund Technical Mgr	75,109	100,048	1.00	100,044	1.00	100,044	1.00	100,044
30000464	Program Coordinator	60,341	80,475	3.50	253,352	5.00	351,837	5.00	351,837
30000465	Program Manager	63,378	84,635	6.00	489,144	6.00	494,538	6.00	494,538
30000466	Program Manager, Sr	75,109	100,048	1.00	98,832	1.00	99,943	1.00	99,943
30000463	Program Specialist	54,725	72,925	2.00	136,800	2.00	138,980	2.00	138,980
30000462	Program Specialist, Assistant	45,074	69,451	2.50	158,684	2.00	131,340	2.00	131,340

Class	Title	Salary Range Minimum	Salary Range Maximum	Revised FY 2011-12 No.	Revised FY 2011-12 Amount	Proposed FY 2012-13 No.	Proposed FY 2012-13 Amount	Adopted FY 2012-13 No.	Adopted FY 2012-13 Amount
30000698	Property Acquisition & Services Manager	63,378	84,635	1.00	84,636	1.00	84,636	1.00	84,636
30000495	Public Information Officer	63,378	84,635	1.00	84,636	1.00	84,636	1.00	84,636
30000691	Public Works Inspection Manager	66,602	89,107	1.00	89,112	1.00	89,112	1.00	89,112
30000690	Public Works Inspection Supervisor	63,378	84,635	1.00	84,636	1.00	84,636	1.00	84,636
30000228	Public Works Inspector	56,888	65,000	16.00	1,012,392	16.00	1,014,894	16.00	1,014,894
30000229	Public Works Inspector, Sr	61,693	72,696	12.00	872,352	12.00	872,352	12.00	872,352
30000828	Records Specialist	31,512	43,950	1.00	43,956	1.00	43,956	1.00	43,956
30000481	Risk Specialist	54,725	72,925	1.00	56,976	1.00	58,722	1.00	58,722
30000482	Risk Specialist, Sr	60,341	80,475	1.00	80,472	1.00	80,472	1.00	80,472
30000485	Safety & Risk Officer I	63,378	84,635	1.00	84,636	1.00	84,636	1.00	84,636
30000179	Site Development Inspector II	62,546	72,363	1.00	62,544	0.00	0	0.00	0
30000668	Source Reduction & Control Manager	80,787	107,557	1.00	80,784	1.00	80,784	1.00	80,784
30000054	Storekeeper/Acquisition Specialist II	43,139	52,728	3.00	158,184	3.00	158,184	3.00	158,184
30000056	Storekeeper/Acquisition Specialist III	48,714	60,570	1.00	60,576	1.00	60,576	1.00	60,576
30000468	Stores System Supervisor II	57,450	76,586	1.00	75,528	1.00	76,144	1.00	76,144
30001078	Sustainable Stormwater Division Mgr	80,787	107,557	1.00	107,556	1.00	107,556	1.00	107,556
30000675	Wastewater Collections System Manager	86,840	117,686	1.00	117,684	1.00	117,684	1.00	117,684
30000676	Wastewater Operations Group Manager	93,288	130,291	1.00	130,296	1.00	130,296	1.00	130,296
30000163	Wastewater Operations Specialist	53,622	60,694	5.00	303,480	5.00	303,480	5.00	303,480
30000161	Wastewater Operator II	46,696	56,472	41.00	2,254,594	41.00	2,273,427	41.00	2,273,427
30000674	Wastewater Treatment Manager	86,840	117,686	2.00	177,240	2.00	180,639	2.00	180,639
30000673	Wastewater Treatment O&M Supervisor	66,602	89,107	4.00	324,932	4.00	330,952	4.00	330,952
30000656	Water Resources Program Manager	66,602	89,107	5.00	423,048	5.00	423,048	5.00	423,048
30000659	Watershed Division Manager	80,787	107,557	1.00	107,556	1.00	107,556	1.00	107,556
30000667	Watershed Revegetation Program Manager	66,602	89,107	1.00	69,996	1.00	72,386	1.00	72,386
30000666	Watershed Revegetation Program Supvr	60,341	80,475	1.00	80,472	1.00	80,472	1.00	80,472
30000660	Watershed Services Group Manager	93,288	130,291	1.00	99,132	1.00	103,200	1.00	103,200
TOTAL FULL-TIME POSITIONS				533.60	39,177,837	521.10	38,734,635	524.10	38,870,883
30000433	Administrative Specialist, Sr	41,974	64,626	0.50	27,016	0.50	28,124	0.00	14,060
30000321	Botanic Spec II-Ntrl Resource Ecologist	54,038	68,931	0.88	60,660	0.88	60,660	0.88	60,660
30000447	Business Systems Analyst, Assistant	45,074	69,451	0.80	55,560	0.80	55,560	0.80	55,560
30000367	Engineer-Geotechnical	80,954	98,384	0.50	45,120	0.50	45,120	0.50	45,120
30000358	Engineering Associate, Sr-Civil	69,992	89,232	0.50	42,096	0.50	42,096	0.50	42,096
30000325	Engineering Technician II	50,690	64,667	0.50	27,936	0.50	27,936	0.00	20,952
30000339	Environmental Specialist	61,568	78,645	0.50	39,324	0.50	39,324	0.50	39,324
30000452	Management Analyst, Sr	63,378	84,635	0.50	31,692	0.50	31,692	0.00	15,840
30000464	Program Coordinator	60,341	80,475	0.50	40,236	0.50	40,236	0.50	40,236
TOTAL PART-TIME POSITIONS				5.18	369,640	5.18	370,748	3.68	333,848
30000686	Capital Project Manager II	66,602	89,107	0.58	38,850	1.00	66,600	1.00	66,600
30000338	Environmental Technician II	50,690	64,667	3.67	188,122	4.00	211,358	4.00	211,358
TOTAL LIMITED TERM POSITIONS				4.25	226,972	5.00	277,958	5.00	277,958
GRAND TOTAL				543.03	39,774,449	531.28	39,383,341	532.78	39,482,689

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

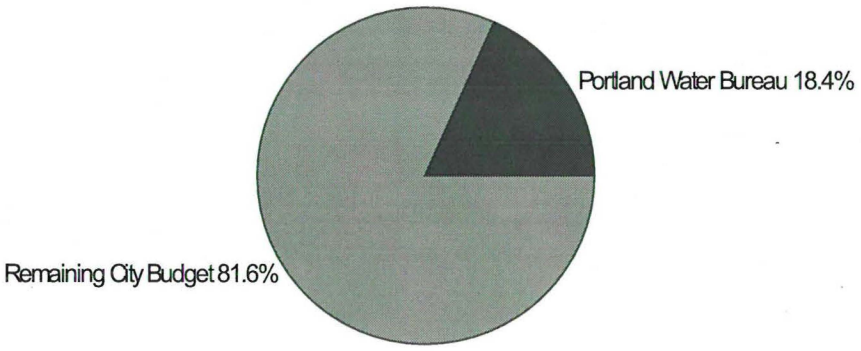
Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2012-13	223,321,848	0	223,321,848	543.78	FY 2012-13 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	(1,373,241)	(962,823)	(2,336,064)	(3.50)	Programmatic reductions
	(667,318)	0	(667,318)	(9.00)	Vacancy savings
	(415,763)	0	(415,763)	0.00	OMF interagency adjustments
	0	(98,620)	(98,620)	0.00	Non-represented merit freeze
	0	(214,000)	(214,000)	0.00	COLA inflation reduction
	(128,596)	0	(128,596)	0.00	Technical adjustments
Approved Budget Additions and Reductions					
	199,882	0	199,882	1.50	Correction to vacancy savings package
Adopted Budget Additions and Reductions					
	0	60,000	60,000	0.00	Transfer of Portland Loos
	(2,385,036)	**(696,443)**	**(3,081,479)**	**(11.00)**	**Total FY 2012-13 Decision Packages**
			220,240,369	**532.78**	**Total Adopted Budget**

Portland Water Bureau

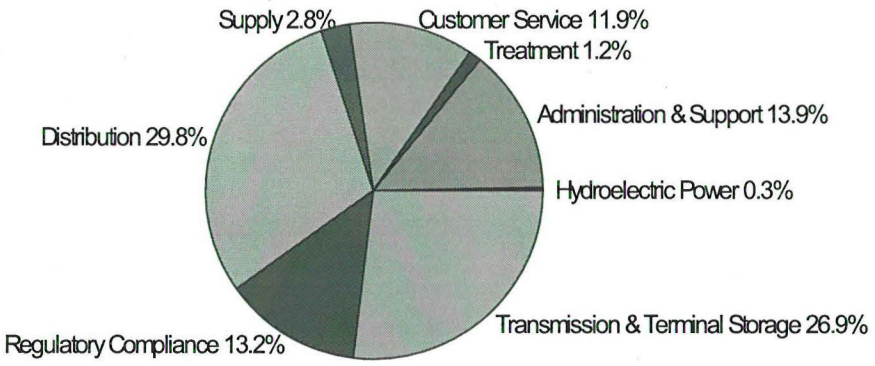
Public Utilities Service Area

Randy Leonard, Commissioner-in-Charge
David Shaff, Administrator

Percent of City Budget

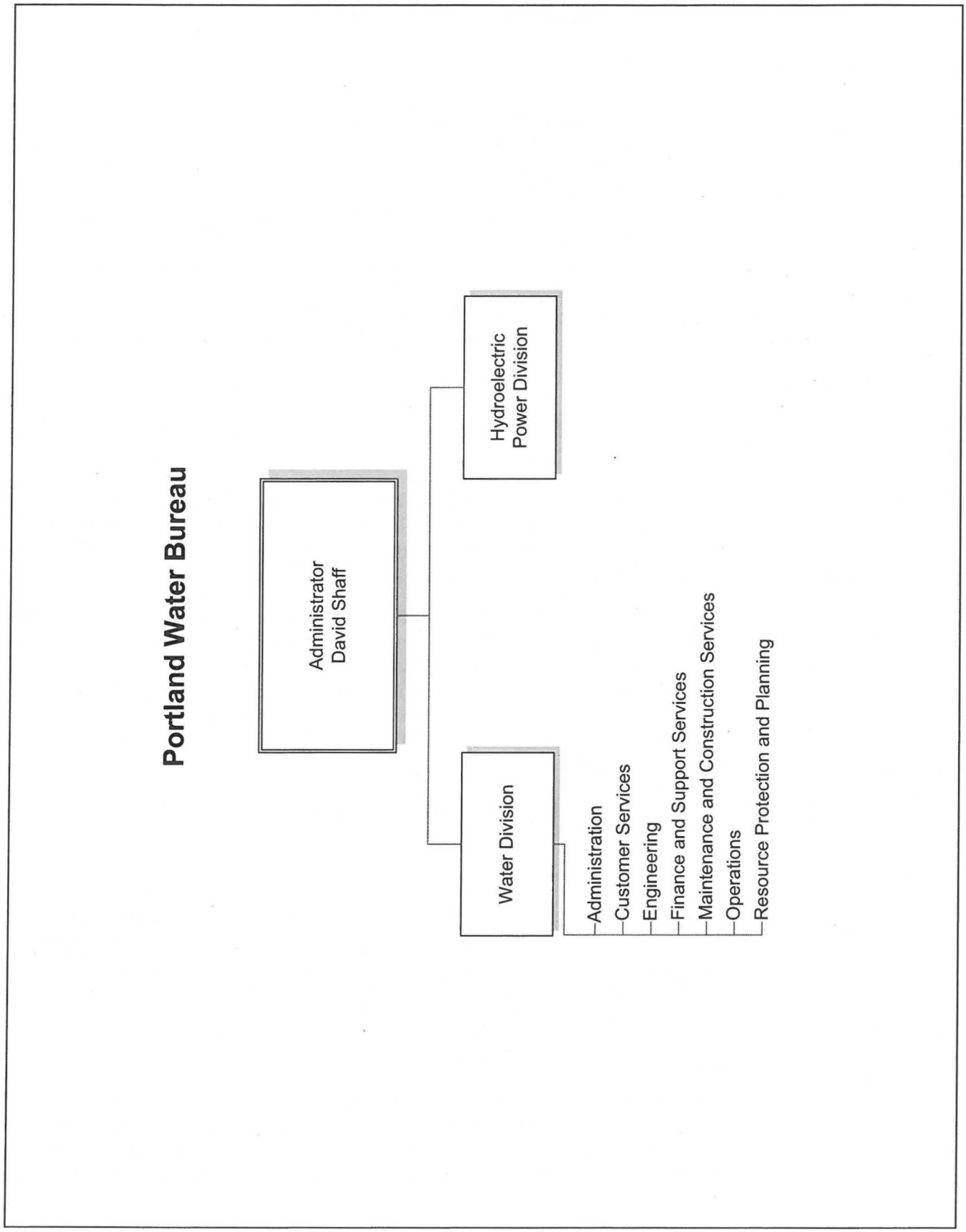


Bureau Programs



Bureau Overview

Requirements	Revised FY 2011-12	Adopted FY 2012-13	Change from Prior Year	Percent Change
Operating	556,064,470	523,175,369	(32,889,101)	(5.91)
Capital	79,600,000	135,870,000	56,270,000	70.69
Total Requirements	**635,664,470**	**659,045,369**	**23,380,899**	**3.68**
Authorized Positions	630.80	619.05	(11.75)	(1.86)


Portland Water Bureau
Administrator
David Shaff
Hydroelectric
Power Division
Water Division
Administration
Customer Services
Engineering
Finance and Support Services
Maintenance and Construction Services
Operations
Resource Protection and Planning

Bureau Summary

Bureau Mission

The mission of the Portland Water Bureau is:

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

Bureau Overview

The Portland Water Bureau has two divisions, the Water and Hydroelectric Power Divisions.

Water Division

The Water Division is responsible for construction, maintenance, and operation of Portland's municipal water system. The Water Division ensures that the water system can provide a sufficient quantity of high-quality water to satisfy the existing and future needs of the community.

Approximately 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.

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

Supply

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

Transmission and Terminal Storage

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

Treatment

The Treatment program provides for meeting or exceeding the federal and state requirements for a public water system utilizing an unfiltered surface water source as well as a groundwater source. This program currently provides for the application of chlorine, ammonia, and sodium hydroxide, and 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 contact, billing and collection, conservation, security, maintenance of decorative fountains, and grounds facilities.

Support

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

Hydroelectric Power Division

The 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 PHP is located 25 miles east of Portland in the Bull Run Watershed and has a combined power generation capacity of 36 megawatts. The PHP project facilities include powerhouses adjoining the bureau's primary water supply dams and approximately ten 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; and
- coordination of all PHP project financial matters including the administration of PHP's revenue bonds and related trust indenture requirements.

Strategic Direction

The strategic direction of the Portland Water Bureau in FY 2012-13 covers the following areas:

Forecast Retail Water Demand

The typical single family residential customer water usage per month has been steadily declining since FY 2003-04. Current usage by a typical single family residential customer has dropped to 5 hundred cubic feet (ccf)as residential water usage continues to decline. This is because residential customers are routinely practicing water conservation and are installing new plumbing fixtures and appliances that are increasingly more water efficient with technological advances.

The weather also contributed to the downward trend in retail water demand during the past couple of years. In 2010, Portland recorded three consecutive summer months of below-average temperatures for the first time in 35 years and was the coldest summer in 17 years.

The summers of 2010 and 2011 were unusually cooler and wetter than normal as was the Spring of 2012. The 5-year demand forecast assumes a normalized summer weather pattern. Demand projections are a primary 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 (similar to most water utilities, more than 95 percent of Portland Water Bureau system costs are considered fixed in the short term).

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 Cryptosporidium oocysts from raw Bull Run water if alternate compliance options prove unsuccessful. Second, the rule requires changes regarding how uncovered 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 at risk 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 request that the agency 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 pursued parallel compliance strategies. Commissioner Randy Leonard directed the Bureau to plan and budget to achieve compliance with the source water sections of the LT2 Rule as written but also pursue the variance provisions of the rule with the EPA.

Treatment

In 2009, City Council approved the development of an engineering design for a UV treatment plant while the Water Bureau continued its efforts to obtain a variance. The Water Bureau completed the UV design in December 2011. In May 2011, the bureau submitted a comprehensive request for a treatment variance to the Oregon Health Authority (OHA). The request contained the results of a year-long intensive water sampling program, additional field data, and research that supported Portland's assertion that treatment for Cryptosporidium was unnecessary due to the nature of the Bull Run source. In March 2012, OHA approved Portland's request for a treatment variance subject to a list of conditions which include ongoing sampling of Bull Run water for Cryptosporidium, maintenance of all existing watershed protections, seasonal field inspections, regular reporting, and monitoring of potential Cryptosporidium sources in and around the watershed. If Portland is successful in continuously meeting the stated conditions, the variance, which went into effect April 1, 2012, will be in effect for 10 years. The variance means that Portland will not need to build the UV treatment plant to comply with the LT2 rule.

The FY 2012-13 budget includes funding for a treatment variance monitoring program designed to enable Portland to meet all of the variance conditions imposed by OHA. The FY 2012-13 Budget Advisory Committee (BAC) supported the Water Bureau's treatment variance monitoring budget.

Uncovered Finished Drinking Water Reservoirs

The Bureau submitted, and EPA approved, a compliance plan to comply with the uncovered reservoir storage requirements of the LT2 Rule. The plan includes constructing an enclosed 50 million gallon storage reservoir at Powell Butte, increasing the storage capacity at Kelly Butte to 25 million gallons, replacing Washington Park Reservoir 3 with a 15 million gallon buried storage tank, and constructing transmission pipes and other system improvements. The deadlines in the plan to disconnect Mt. Tabor and Washington Park open reservoirs from the drinking water system are December 31, 2015 and December 31, 2020, respectively.

In August 2011, in response to United States Senator Charles Schumer on behalf of the City of New York, the EPA agreed to review the LT2 regulation as part of its standard regulatory review and also in response to a presidential executive order. In February 2012, the City asked for an opportunity to suspend the Water Bureau's compliance schedule to disconnect the City's uncovered reservoirs pending the EPA's review of the LT2 Rule. The compliance schedule extension would have resulted in the Mt. Tabor and Washington Park reservoirs being disconnected from the drinking water system as of June 30, 2023 and June 30, 2025, respectively. On May 17, 2012, OHA denied the City's request for an extension. The existing regulatory schedule to replace all uncovered storage by December 31, 2020 is therefore in effect and the Bureau is moving forward to complete the necessary projects to comply with this schedule. The five-year capital improvement plan has been revised to reflect OHA's decision.

Monthly Bills

The FY 2011-12 Adopted Budget included a budget note directing the bureau to adjust its billing system and business processes so that the majority of water and waste water customers are billed monthly. The bureau submitted a decision package to implement monthly statements to be implemented on July 1, 2012 but was denied. The Budget Advisory Committee (BAC) supported implementing monthly statements but felt customers should be given the option of paying the whole quarterly bill if desired. The BAC recommended including the quarterly billed amount on the monthly statements to provide customers the option to pay the entire bill. City Council has revised their initial direction to the bureau providing monthly statements to those who sign up for electronic billing. The bureau will implement a voluntary electronic monthly statement program. Customers may request an electronic monthly statement, but the meter reading frequencies would not change.

Base Charge

Prior to 2000, the base charge was a fixed monthly or quarterly charge that recovered relevant base charge costs and varied by meter size. The relevant costs recovered by the base charge included billing, collection, customer service, meter purchases, cost of meter maintenance and allocable indirect costs. As part of the 2000 rate reform, City Council lowered the base charge to only include billing, collection, call center, and customer services costs. This shifted more costs to the volumetric portion of the rate structure to promote conservation and to lower the bills for low water use customers. In FY 2009-10, the Bureau raised the base charge rate by the same percentage increase as the volumetric rate. This approach was to make it easier for the public to understand the rate increases. In the FY 2010-11 budget, the Bureau proposed to return the base charge to a more typical and generally accepted cost of service methodology. Neither the BAC, Portland Utility Review Board or the City Council indicated interest in the bureau's proposal; therefore, the base charge has continued to increase at the same percentage rate increase as the volume rate for the last two years.

This year the bureau revisited the base charge proposal with the BAC once again. There was considerable support from the BAC members to have the base charge calculated using a cost of service methodology, but the members were also concerned, given the current economic conditions, about having significant increases in the base charge for residential customers. Therefore, the BAC recommended the bureau pursue a phase-in approach and have gradual increases to avoid large base charge increases all at once, even if the base charge increases would lower the volume rate increases. The bureau plans to propose to City Council that the bureau develop a phase-in approach to returning the base charge to the more typical and generally accepted cost of service methodology. If approved, this change would be implemented at a future date that has not been identified at this time.

For FY 2012-13, the bureau plans to increase the base charge rate by the same percentage increase as the volumetric rate. With the implementation of monthly statements, the base charge will be based on meter reading frequencies.

Pending Lawsuit

On December 6, 2011, Citizens for Water Accountability, Trust and Reform filed a lawsuit against the City alleging that the City improperly spent millions of dollars of utility ratepayer monies on projects that are unrelated to the utilities' core functions. The lawsuit asked for an order that would require the City to reimburse the Water Fund and Sewage Disposal Fund for those expenditures. The City's preliminary estimate is a combined maximum of about $50 million for both utility funds if all expenditures in question were determined to be inappropriate. This Five-Year Preliminary Financial Plan assumes no reimbursements from the City to the Water Fund.

Service Improvement Plan

Project Decision Making

The Bureau is committed to using benefit/cost analysis and business case principles in its capital and maintenance decision making. The Engineering Planning staff uses business case evaluation in Planning Concept Reports and Basis of Design Reports. Asset Management Plans are being developed, or have been developed, for various groups of assets and replacement and maintenance strategies based on the application of these concepts are being developed.

A list of projects where cost savings have been realized by applying these concepts include the hydrant asset management plan; Council Crest service area improvements; Taylor's Ferry pump station upgrade; Soapstone slide area improvements; Greenleaf pump station/Penridge service area improvements; and Portland Heights pump station improvements.

Manage Risk of Asset Failure

The "risk" service level directs the bureau to assess risks of asset failure. High and extreme risks that are identified receive follow-up actions on an accelerated scale. Since risk is both the consequence of the failure and the likelihood of the failure, it is often necessary and appropriate to focus on the assessment of the condition of the high consequence asset to determine just how high the risk is. The bureau has

conducted condition assessments of high pressure pump mains, pipes on bridges, pipes under freeway and railroad crossings, and in key operational areas. Over 20 miles of high consequence pipes were evaluated for leaks using innovative technology. The bureau has a flexible services contract available for specialized condition assessment of high risk pipelines.

Among the high risk pipes where inspections or assessments were completed, those indicating a lower likelihood of failure were: SE Supply Line near Macadam Ave, Conduits 2 & 4 near Lusted Hill where a landslide occurred in 2011, Mt. Tabor above Reservoir 6, the Carolina pump main, Kings Heights pump main, Arlington Heights pump main, 36-inch transmission main under I-405, Fulton pump main under I-5, and the Sam Jackson supply main. Two pipes that required immediate remedial action were Barbur Gibbs pump main and the Grand Avenue viaduct crossing.

Reliability Centered Maintenance

Reliability Centered Maintenance (RCM) is a term used to refer to a number of steps, including systematic use of predictive and preventive maintenance processes, to ensure that key assets will continue to perform. The bureau is taking a number of actions to utilize RCM on its rotating equipment and tanks. In December of 2011, the bureau invited consultants from Brown and Caldwell to perform training on the utilization and implementation of RCM. Attendees included staff representatives from engineering, management, electrical, instrumentation, and operations.

Two specific ways that the bureau continues to improve its ability to maintain public assets and incorporate RCM include taking advantage of new technologies and improving work flow processes. Resources and work flows are now managed through use of a computerized maintenance management system (CMMS) which allows tracking and prioritization of corrective maintenance tasks. Additionally, the bureau continuously refines its standard operating procedures and improves techniques for data collection for better accuracy and precision. These technologies include utilizing such techniques as electrical thermography, networked electrical monitoring, PGE electronic metering, vibration analysis, and oil and fuel analysis.

The asset management group uses the data from these sources to determine asset risk versus probability of failure and make recommendations for replacement.

Currently, the bureau is engaged in a contract for $150,650 to develop a new mobile application to allow for wireless field entry and access to the CMMS, which will allow for better data management and resource allocation.

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. The groundwater pump station tank is currently undergoing improvements for cathodic protection.

Meters

The bureau is developing criticality reports to be used in the meter program for monitoring, maintenance and replacement of large meters. The current approach was developed in the first asset management plan for meters completed in 2007 and the approach will be revised in a new asset management plan to be completed this calendar year.

Portland Hydroelectric Project Operations

Due to the age of the Portland Hydroelectric Project, there are currently a number of identified needs for repair or replacement of various elements of the PHP's equipment and facilities to keep operations safe and reliable. The required funding for this work is included in the Hydroelectric Power Division's FY 2012-13 budget.

Summary of Budget Decisions

Water Division Budget

The Water Division's budget of $217 million is composed of the operating budget of $81 million and the capital budget of $136 million.

Operating Budget

The operating budget of $80.8 million represents an increase of $3.2 million from the FY 2011-12 Revised Budget of $77.6 million.

Capital Budget

The capital budget of $135.9 million is an increase of $23.4 million from the FY 2011-12 Revised CIP Budget of $112.4 million. For additional information refer to the FY 2012-17 Requested Five-Year Capital Improvement Plan.

Staffing

The FY 2012-13 Adopted Budget funds 616.8 FTE. This includes five new positions associated with the increased monitoring decision package, ten position reduction, one limited term full time and two limited term part time.

Rate Increase

The bureau's average effective in-city retail rate increase is 7.60% for FY 2012-13. This increase includes the decision package for increased monitoring for the treatment variance.

Hydroelectric Power Division Budget

The Hydroelectric Power Division's FY 2012-13 operating budget is $703,328. This budget supports the Portland Hydroelectric Project's administrative and operational costs with power sales revenue that is specifically dedicated for that purpose.

Staffing

The Hydroelectric Power Division's budget maintains 2.25 FTE positions in FY 2012-13.

Capital Budget

Bureau Summary

CIP Highlights

The bureau's Five-Year CIP includes about $535 million in water system infrastructure needs for the five year period beginning in FY 2012-13 and stated in FY 2012-13 dollars.

The budget program framework structure consists of seven primary budget programs that are the top level organizing elements in the City budget documents, and 22 water programs that further delineate the bureau's work and assets. For framework details and program descriptions, refer to the section titled "Capital Plans and Projects."

Most of the CIP is for improvements to the transmission and terminal storage system to comply with LT2. While Portland no longer has to construct a treatment plant, it still is required by the OHA to cover or replace the open reservoirs.

Treatment and the revised LT2 storage and conduit projects in transmission and terminal storage, is now about 45% of the CIP, the distribution program is about 42%, with Interstate facility improvement and Willamette River crossing pipe included in the distribution total. Projects to meet bureau obligations of the Bull Run Habitat Conservation Plan (HCP) are about 7%, while Supply, Customer Service and Support comprise the remaining 6%.

The bureau's commitment to replace and rehabilitate its aging core infrastructure continues near the same funding level as prior years, but the relative percentage by program shifts dramatically with the commitments to comply with LT2.

Notable projects include modifications to the Bull Run Dam 2 outlet tower, rehabilitation of the Interstate maintenance facility, Willamette River crossing pipe, Fulton pump station improvement, and completion of the city emergency coordination center (ECC) which is a joint project with OMF Internal Business Services and Facilities.

Continuing construction of a second 50 million gallon water storage tank at Powell Butte, beginning construction of the Kelly Butte replacement tank, completing planning of the Washington Park area storage, and piping adjustments needed to disconnect the Mt Tabor open reservoirs are the LT2 related capital projects.

Major Issues

The FY 2012-17 CIP continues to balance longer term infrastructure replacement and maintenance, while addressing short-term water system infrastructure needs to ensure compliance with drinking water regulations. The CIP priorities for the bureau's budget and capital programs include:

- Develop a budget and CIP that reflect community priorities and values and are funded at a level responsive to affordability concerns, yet maintain service levels.
- Fund system infrastructure replacement and maintenance needs to keep pace with ongoing deterioration.
- Support other governmental agency capital improvement projects (e.g., light rail, Sellwood Bridge, Columbia River crossing) as directed by City Council.

- Continue to expand the utilization of an asset management system plan and maintenance management system to support planning and implementation of system maintenance activities.
- Implement the Bull Run HCP, a comprehensive multi-decade Clean Water and Endangered Species Act compliance agreement for the Bull Run Watershed.
- Implement improvements necessary to assure compliance with current safe drinking water regulations, including LT2.

Changes from Prior Year

The bureau developed the FY 2012-17 CIP using the budget process it has used for the past five years in response to the priorities identified by the City Council and key stakeholders. The CIP is more than $130 million for FY 2012-13 and totals about $535 million (FY 2012-13 dollars) over the entire five years.

In March 2012, the bureau received a variance to the LT2 treatment requirements from the OHA. This decision saves Portland ratepayers roughly $70 million in capital expenses by allowing Portland to avoid constructing a treatment facility to address the microorganism Cryptosporidium for the City's Bull Run source. The variance went into effect on April 1, 2012 and will be in effect for 10 years if Portland is able to continue to meet a list of conditions set forth by the agency.

Then on May 17, 2012 OHA denied the bureau's request for an adjustment to its regulatory schedule to replace the uncovered drinking water reservoirs at Mt.Tabor and Washington parks. This decision means that Portland's existing regulatory schedule to end the use of the uncovered reservoirs by December 31, 2020 remains in effect. Portland had requested an extension of that schedule to the year 2026.

Strategic Direction

Council Goals and Priorities

The CIP addresses multiple City goals; primarily the delivery of efficient, effective and accountable municipal services; as well as protection and enhancement of the natural and built environment. Some projects support other goals, such as utility relocation for major transportation initiatives and energy efficiency.

City Comprehensive Plan

The PWB is committed to the following Comprehensive Plan Goals and Policies for the City:

Goal 2, Urban Development: The CIP supports safe, adequate, and affordable water supplies to support the land uses listed in this Goal's strategies.

Goal 3, Neighborhoods: The CIP supports policy 3.1 on physical conditions preventing deterioration of existing public facilities through projects that maintain and/or replace infrastructure assets. These include mains replacements, pump station upgrades, meter replacements, hydrant renewals, tank maintenance and/or new tank development, and in-city transmission main replacements and/or new installation.

Goal 4, Housing: The water system is designed to meet the housing needs allocated to various areas within the city through the Comprehensive Plan.

Goal 5, Economic Development: A key aim of the CIP is to ensure that water quantity and quality meet the existing and potential needs of businesses in support of policy 5.2 Business Development, 5.5 Infrastructure Development, and 5.10 Columbia South Shore.

Goal 6, Transportation: The CIP supports water system adjustments and relocations required to accommodate the construction and operation of light rail and other transportation projects.

Goal 7, Energy: The CIP supports energy efficiency policies through the industrial water conservation program, and through the planning and construction of capital facilities with sustainability as an important criterion.

Goal 8, Environment: The PWB's CIP supports the implementation of the Bull Run HCP, a comprehensive multi-decade Clean Water and Endangered Species Act compliance agreement for the Bull Run Watershed. In addition, all water projects planned for construction that may impact environmentally sensitive locations inside the urban area include studies of the environmental review, recommendations for mitigation, and any necessary City and federal permit processes that apply, including environmental zone reviews and ESA consultations.

Goal 9, Public Involvement: The PWB engaged the public in developing its budget and the CIP. All Portland CIP projects that affect neighborhoods or that require city, state, and/or federal permit review processes include public involvement elements.

Goal 11, Public Facilities: The CIP is designed to meet the primary Public Facilities Goal, particularly Policy 11.1 on service responsibility for subsection (6) - Water Supply. Policy 11.7 requires that the CIP be an annual planning process for major improvements.

Criteria

CIP criteria focus on large distribution, storage and environmental regulatory compliance projects to address vulnerability, LT2, and the HCP. Other criteria include maintaining, improving or replacing aging infrastructure that is essential to the long term health of the water system.

The PWB's capital prioritization is also guided by values including, but not limited to: public health and safety, reliability, reducing vulnerability, minimizing environmental impact, and affordable water rates.

A distribution system master plan and updated computer model completed in June 2007 remains the planning resource for many projects not related to regulatory compliance. The focus of the plan was the distribution backbone system: 40 pump stations, 68 tanks, and the large-diameter pipelines (approximately 300 miles) that distribute water from Powell Butte Reservoir to terminal storage at Mount Tabor and Washington Park and to the distribution system service areas. The plan described service goals, project priorities, hydraulic model upgrades, condition assessments, and asset management recommendations.

Capital Planning and Budgeting

Capital Planning Process

The CIP is the implementation plan for water system improvements. It is updated annually and is the budget and policy tool for the PWB and City Council to direct capital work. The CIP identifies, in detail, specific projects, their budgets, phasing or components, and the relationship among capital projects.

The CIP process is a bureau-wide collaborative effort of engineers, operations and maintenance managers, financial analysts, and policy staff. Together they bring to bear planning analysis; engineering standards; operational, technical, regulatory and fiscal expertise, and an understanding of external factors affecting PWB operations.

The CIP and capital budget priorities are reviewed by the BAC as part of the bureau's budget proposal and by the Portland Utility Review Team (PURB).

Financial Forecast Overview

The CIP is an integral element in the development of the bureau's financial plan, because the size of the CIP has a significant effect on water rates. The mix of projects in the CIP is also important. Projects related to supply and transmission enhancements serve both wholesale and retail customers alike, but costs for projects related to the distribution system can only be allocated to retail customers. Finally, the method chosen to finance projects affects rates as well. Specifically, debt service coverage targets (which affect the balance between debt and cash financing) and bond terms and structures can have a significant effect on water rates.

The projected water rates for the five-year financial forecast are based on the CIP and operations and maintenance (O&M) budgets and other factors affecting rates. Those factors include projected demand estimates, inflation factors, and other economic factors such as interest rates.

Retail Rate Impact

The revenue forecast refers to the costs that are expected to be recovered from water sales, regardless from whom they will be collected. The revenue requirements must be allocated between wholesale and retail customers to determine the specific customer class rate revenue impact. Contractual provisions specify the method of allocating costs to wholesale customers. Retail rates are set on a residual cash basis to recover whatever portion of the total cash basis revenue requirements that is not allocable to wholesale customers. After deducting all other revenue sources, including wholesale revenues, the PWB's proposed average effective retail rate increase for FY 2012-13 is 7.6%.

Water Construction Fund

Capital investments in the water system are funded through the Water Construction Fund (WCF). The WCF is financed from three major sources: transfers from the Water operating fund (primarily water sales revenues), net proceeds from revenue bond sales, and construction fund revenues (direct reimbursements, system development charges, and interest earnings). These monies fund indirect capital costs (overhead and interest) as well as direct project costs. For this CIP, approximately 29% of capital requirements are funded with current resources, and the balance will come from bond proceeds.

Cash/Water Sales Financing: The bureau has two debt service coverage planning standards for rate setting. The PWB's target minimum debt service coverage ratio is 1.90 on first lien bonds (1.25 per bond covenant) and the debt service coverage ratio on combined first and second lien bonds is 1.75 stabilized net revenue (1.10 per bond covenant). In managing the second lien-stabilized test, the PWB employs a rate stabilization account that also serves the dual purpose of a "rainy day" fund. Managing these two ratios together reflects the bureau's desire to optimize its capital financing strategies and maximize existing resources.

Debt Financing: Pursuant to the City Charter, state statutory authority, and City Council approval, the bureau may issue debt in the form of revenue or general obligation bonds. By City Charter, the WCF is the recipient of net proceeds from bond sales to fund capital improvements. Bond reserves are deposited in the Water Sinking Fund. Between $80.0 to $85.0 million in revenue bonds, including a bond reserve, are scheduled to be sold in calendar year 2012. The bureau also plans to issue revenue bonds annually for the first two years and year four of the five year forecast to provide necessary debt financing for the five-year period. Bonds were previously issued every two years to facilitate compliance with IRS regulations regarding the period during which the proceeds must be spent. Bond sales will be required every year for the next two years to provide funding to construct the capital facilities required. Beyond this CIP, bond sales will likely be sold again biennially to fund the future improvement requests.

WCF Revenues: The bureau's level of WCF revenues is determined mainly by the actions of external parties, with the majority of these revenues (in current dollars) coming from service and main installations ($2.4 million in FY 2012-13) and interagency capital revenues ($1.7 million in FY 2012-13).

Operations & Maintenance and Capital Studies

The CIP also includes a small portion of project expenditures that cannot be funded through the WCF. These expenditures generally fall into the grouping of capital studies, preliminary engineering, and other work that does not meet the capital criteria of a betterment, improvement, or addition to the water system as set forth by city policy or industry practice. The CIP includes about $3.2 million of O&M and studies in FY 2012-13. The total O&M and studies over the five years is $17.3 million. As an operating cost, these are 100 percent cash-financed, usually through water sales.

Asset Management and Replacement Plans

The PWB's general asset management goal is to extend the useful life of the City's water facilities through appropriate maintenance and repair until such time as infrastructure replacement is more cost effective. The type of facility, its age, and the effectiveness of past maintenance and repair activities drive the repair and replacement cycles.

The operational life of a majority of the PWB's key infrastructure facilities, such as the Bull Run dams, pipeline networks, buildings, and concrete reservoirs, ranges from 50 years to more than 100 years. Other assets such as mechanical and electrical systems and certain distribution system appurtenances (meters, regulators, etc.) usually have shorter life cycles of 20 to 50 years. These life cycle ranges are a key driver of the bureau's ongoing capital maintenance programs.

Excluding LT2 compliance projects, most of the CIP is focused on maintenance and replacement of key system components. In addition to the CIP, there is a preventive maintenance and repair program in the operating budget that provides for more immediate and routine maintenance.

With an estimated replacement value for the City's water system of more than $6.7 billion, asset management and replacement programs will continue to be one of the largest CIP activities, protecting the public's investment in its drinking water system. A large portion of the CIP is for the distribution mains program that annually replaces about four miles of distribution mains. The services water program installs up to 1,000 new service lines and replaces up to 500 annually.

An assessment of the water system, based on a comparison of the age of assets to their useful life, on actual condition assessment data, or on identified vulnerabilities, suggests that the transmission and distribution system's capital costs will need to increase in the future, as many of these assets will reach the end of their economic life.

The PWB is undertaking projects to better understand the condition of its high risk pipes and valves. Those assets confirmed as high risk will be repaired or replaced.

Capital Programs and Projects

Capital Program Descriptions

The 22 water program areas are summarized within the CIP in the following 7 program areas:

Customer Service Program

Capital projects in the Customer Service program address the need to improve security of critical PWB facilities and improvements to the bureau's grounds and parks. A major project in this program is the City Emergency Coordination Center.

Distribution Program

The Distribution program addresses the reliability and expansion of the piping, pumping and storage network that primarily distributes water from terminal storage reservoirs to retail customers. It addresses the ongoing installation and replacement need for 2,100 miles of distribution mains, including control valves, fire hydrants, and customer service connections, as well as pump stations, storage tanks, large diameter distribution system transmission mains, and pressure regulating stations. The program also provides for relocation and other adjustments to water pipes and facilities to accommodate transportation and other public infrastructure projects. Rehabilitation and improvement of decorative and drinking fountains and the replacement of the Interstate maintenance facility are also included in the program. Over $220 million of the CIP is budgeted in this program. Major projects in this CIP include the construction of the Portland to Milwaukie Light Rail, central SCADA server replacement and Interstate facility rehabilitation, several pump station replacement, upgrade or extensions, as well as pre-design towards replacement of the Willamette River Pipe Crossing.

Regulatory Compliance and Water Quality Program

The Regulatory Compliance and Water Quality program includes improvements to both Bull Run and groundwater sources. The program ensures that water throughout the water system meets federal and State of Oregon drinking water quality standards. FY 2012-13 is the second year of the 50-year federally approved Habitat Conservation Plan (HCP) and this CIP includes funding for multiple easements and improvements per that plan as well as the construction of the Bull Run Dam 2 tower intake structure to better control the release of water to enhance downstream conditions for anadromous fish species.

Supply Program

The Supply program includes both the watershed areas and groundwater basins. Projects in the Bull Run Watershed address reliability of the principal water supply source. The program's objectives include maintaining the reliability of the water supply through effective management of watershed assets.

The Columbia South Shore (CSS) wellfield is Portland's second water source, augmenting Bull Run and serving as the region's backup water supply. The CSS wells enable the bureau to continue to serve customers when there is an interruption of the Bull Run surface supply. The Bull Run supply can be interrupted by major storm events that result in unacceptable levels of turbidity, drought conditions that restrict supply, conduit operation interruption, or other natural or man made issues. The groundwater supply allows the bureau to continue to operate without constructing and operating a costly surface water filtration plant. The groundwater portion of the program focuses on maintaining the installed capacity and reducing vulnerability of the CSS wellfield. The work includes maintenance and improvements to wells, pumps, collection mains, and the disinfection treatment of groundwater. This CIP does not include major expansion of the CSS wellfield beyond the current capacity but it does include projects to reduce the vulnerabilities in the Groundwater Pump Station as well as other projects to repair and upgrade our groundwater infrastructure.

Support Program

The Support program addresses non-asset specific work such as master planning and other similar support functions. Master planning focuses on identifying the need and timing of infrastructure acquisition or improvements and the most effective asset management strategies to maximize infrastructure investments. The bureau has several studies planned in this CIP related to its tanks, pump stations and mains. These studies guide the selection and design of major capital projects for external construction as well as the many smaller mains constructed by bureau crews to reduce leaks.

Transmission and Terminal Storage Program

The Transmission and Terminal Storage program provides for the rehabilitation, replacement, and expansion of the primary transmission pipelines and terminal storage reservoirs that make up the supply backbone of the water system.

In FY 2009-10, work began on storage projects to achieve compliance with the LT2 rule as written. The rule requires that water systems with uncovered finished water reservoirs, like those at Mt. Tabor and Washington Park, either cover the reservoirs or provide treatment at the outlets of the reservoirs to inactivate Cryptosporidium, Giardia, and other viruses. A plan explaining the schedule and manner for bringing Portland into compliance with the covered storage requirements of the rule was approved by the EPA in April 2009.

That 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, which is December 31, 2015 and December 31, 2020 respectively.

The bureau requested a schedule extension to delay the disconnection dates to 2021 and 2026 but the request was denied. The decision by OHA means that Portland's existing regulatory schedule to end the use of the uncovered reservoirs by December 31, 2020 remains in effect.

Major projects in this program continues construction of the second 50 million gallon water storage tank at Powell Butte, and for other enclosed storage for LT2 compliance at Kelly Butte and Washington Park.

Treatment Program

In March 2012, OHA granted a ten-year variance from water treatment. Based on this variance, PWB has halted its efforts to build a UV treatment plant to comply with the rule. This CIP funds only the design and construction of flow meters at Headworks which will improve Portland's compliance with other drinking water rules related to chemical additions.

Funding Sources

See the Financial Forecast Overview above for an explanation of funding sources for the CIP.

Major Projects

Customer Service

Some security related projects and projects for the bureau's grounds and parks are budgeted in this program. The Water Bureau is participating in the city Emergency Coordination Center project. Security staff will operate from this center with PBEM and in the event of an emergency, all bureaus and the Council will work from this site.

Distribution

Over $220 million of the total CIP is dedicated to this program, with $46 million requested to continue rehabilitation of the Interstate Maintenance facility. Other areas include pump stations and tanks, distribution pipelines, services, meters, hydrants, and valves. Of the total, about $72 million is to be used for direct water line replacement projects. Much of the effort is a result of work initiated by other bureaus and agencies including TriMet, but work also includes replacement of the oldest or most deteriorated portions of the distribution system. Construction will begin on the $12 million Fulton pump station replacement and Portland Heights pump main. Construction will also start on the 1.3 million gallon Forest Low tank which is expected to cost about $8 million. PWB will continue the pre-design of the Willamette River Pipe crossing.

Regulatory Compliance

The Dam 2 Tower multilevel intake improvement is the major project in this program. The anticipated total project cost is over $40 million to account for the amount of underwater diving work that will be needed to accomplish the project. Other significantly less expensive HCP projects include fish habitat enhancements and the acquisition of land easements and improvements to those properties with the cooperation of landowners and other organizations involved with maintaining the Bull Run Watershed.

Supply

This program implements the improvements to existing facilities in the Bull Run watershed areas and groundwater basins. Currently, the City is making capital improvements to the groundwater system in the following areas: (1) rehabilitating well pumps and motors; (2) maintaining and repairing wells that produce excessive sand and changing the pump settings in selected wells to optimize well performance; and (3) installing and equipping additional wellhead protection monitoring wells to protect investment in wellfield infrastructure and ensure the quality of the groundwater produced by the system.

Support

There are no major projects proposed in this program. The program funds general engineering planning studies and includes bureau participation in the citywide systems plan being developed by the Planning Bureau. All major capital studies have planning studies to determine cost effective solutions which can take up to a year. The remaining studies are smaller ones to prioritize Distribution projects to reduce leaks.

Transmission and Terminal Storage

In this program, efforts will continue with the construction of Powell Butte Reservoir and the design and construction of Kelly Butte, complete planning for the Washington Park Reservoir, and design of piping adjustment at Mt. Tabor. The bureau will also complete construction on the Sandy Wholesale Connection which is a new meter connection for the City of Sandy.

Treatment

The UV treatment project has been halted in the design phase, and the only project in this program is the Headworks Flow Meters to regulate chemical additions to the system in compliance with drinking water regulations. The total CIP amount for this sole project in this program is $2.6 million

Net Operating and Maintenance Costs or Savings

O&M costs, when applicable, are estimated as part of the project feasibility study and preliminary evaluations. The costs generally include labor, electricity or fuel, and chemicals. Changes in the cost of energy and chemicals are normally much easier to identify and estimate than labor or efficiency savings.

Much of the CIP is dedicated to the ongoing renewal and replacement of the backbone water system, the pipes, valves, hydrants and other system appurtenances. These long life passive assets, typically buried and not visible, do not require much in the way of regular O&M. Following initial installation, only occasional specific maintenance is completed, such as pipeline flushing, verifying water control valve operation, and fire hydrant flow testing. Due to the large inventory of these assets, completed renewal projects may result in only a nominal net change in O&M costs because the maintenance cost is so minimal.

For example, the replacement of pipelines with a high frequency of leaks will result in reduced reactive O&M due to fewer leak repairs. However, the relatively small percentage of pipe length replaced in any given year will not appreciably alter the O&M budget. Other infrastructure, such as pump station improvements, may increase O&M costs as a result of energy consumption when new facilities are constructed. Most improvements are to reconstruct existing facilities, and though annual costs can be hundreds of thousands of dollars, the net change in O&M expense is only significant when new facilities are constructed.

An example of a new facility is the ECC where the Wat6er Bureau's portion of the annual building expense is estimated to be $300,000 when occupied starting in FY 2013-14.

Administration & Support

Description

The Administration and Support program works to support the other programs in the bureau. Examples of this support include personnel training, data management, financial planning and accounting, and facilities services. This program is also responsible for meeting many Citywide responsible requirements, such as those related to budgeting, accounting, and human resources.

Goals

This program supports the City goal of protecting and enhancing the natural and built environment, particularly with respect to providing safe drinking water. It also supports the City goal of promoting economic vitality and opportunity, especially providing high quality, affordable public utility services.

Performance

PWB will provide a level of support that allows the bureau to maximize the efficiency and effectiveness of its direct services.

Changes to Services and Activities

In the FY 2012-13 budget there is funding for studies to guide the selection and design of major capital projects for external construction as well as the many smaller mains constructed by Water Bureau crews to reduce leaks.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	196.03	197.70	201.10	199.10	197.10
Expenditures					
Bureau Support	12,208,962	13,885,844	14,305,514	18,917,243	18,796,420
Data Management	2,643,652	3,009,911	3,023,412	3,006,033	3,006,033
Employee Investment	2,076,250	2,089,378	4,013,920	4,098,657	4,205,085
Facilities	4,356,125	103,806	0	0	0
Planning	(14,528,137)	(13,678,634)	4,469,802	4,933,649	4,925,472
Total Expenditures	**6,756,850**	**5,410,305**	**25,812,648**	**30,955,582**	**30,933,010**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Effectiveness					
Pct of time bureau maintains Aaa rating for revenue bonds	100%	100%	100%	100%	100%
Debt Service coverage at 1.90 on First Lien Bonds	2.69	2.42	1.90	1.90	1.90
Debt Service coverage at 1.75 on both First and Second Lien Bonds	1.81	1.90	1.75	1.75	1.75
Percent of budgeted CIP expended	105%	94%	100%	100%	100%
Efficiency					
Percent of projects forecast to be completed within three months of planned date	94%	97%	80%	80%	80%

Customer Service

Description

The Customer Service program provides services for customers other than the direct supply of water. It includes customer billing, collection, and call center costs, which are the largest portion of the costs of this program. It also includes work on conservation, security, and grounds maintenance for bureau properties.

Goals

This program supports the City goal of protecting and enhancing the natural and built environment, particularly with respect to providing safe drinking water. It also supports the City goal of promoting economic vitality and opportunity with respect to providing high quality, affordable public utility services.

Performance

The Bureau's measures of program performance include:

- PWB will answer 80% of calls within 60 seconds.
- PWB will respond to 95% of customer inquires or requests within 5 days.
- PWB will maintain a target of 75% of customers giving high or very high ratings on Auditor's Survey.
- Forty percent of customer accounts will be paid electronically.
- Reduce the bureau's carbon emissions from 2007 levels.
- Increase the percent of energy use from new renewable sources from 2007 levels.

Changes to Services and Activities

The major project in this program is the bureau's participation in the City ECC.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	151.05	149.30	145.70	142.70	139.70
Expenditures					
Conservation/Sustainability	1,050,268	802,193	929,758	1,022,638	1,022,638
Customer Services	13,834,334	13,324,079	15,053,658	14,955,587	14,672,131
Fountains	780,010	2,910	0	0	0
Grounds/Parks	4,891,098	1,895,915	1,279,277	1,341,194	1,276,286
Security/Emergency Management	2,931,454	2,647,924	3,073,098	9,501,614	9,501,614
Total Expenditures	**23,487,164**	**18,673,021**	**20,335,791**	**26,821,033**	**26,472,669**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Effectiveness					
Percent of customers giving high or very high ratings on Auditor's Survey	85%	77%	75%	75%	75%
Capacity of new renewable energy sources, kilowatts	279	279	400	400	400

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Efficiency					
Percent of customer inquiries or requests responded to within five business days	99%	99%	95%	95%	95%
Percent of calls answered within 60 seconds	49%	54%	80%	80%	80%
Percent of customer accounts paid electronically	29%	39%	40%	39%	39%
Bureau's annual carbon emissions, metric tons of CO2e	12,216	9,788	14,008	14,008	14,008

Distribution

Description

The Distribution program is primarily responsible for the conveyance of water from the terminal storage reservoirs through the customer meters. This program includes distribution mains, tanks, meters, services, hydrants, valves, gates, decorative fountains, and drinking fountains. This program is responsible for a wide variety of elements, such as tanks to store water and maintain system pressures, meters to accurately record usage for billing purposes, hydrants for fire protection and for line flushing purposes, and valves to alter or stop water flows under various circumstances such as line breaks or fire needs. A considerable portion of spending in this program is for system maintenance.

Goals

This program supports the City goal of protecting and enhancing the natural and built environment, particularly with respect to providing safe drinking water. It also supports the City goal of promoting economic vitality and opportunity with respect to providing high quality public utility services.

Performance

The program performance metrics include the following:

- No more than 5% of customers will be out of water for more than 8 hours a year.
- No customer will be out of water more than 3 times per year.
- PWB maintains a minimum service pressure of 20 pounds per square inch (psi) during normal demands 99% of the time.
- PWB will meet at least 80% of standards established for inspection, testing, repair and replacement of assets that are identified as medium, high or extreme risk.
- PWB will have more than 90% of flow control valves operate when needed.

Changes to Services and Activities

The major projects in the CIP include the construction of the LRT Transit SE, Water control center SCADA replacement, and Interstate facility rehabilitation.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	227.17	226.00	214.00	212.00	209.00
Expenditures					
Distribution Mains	23,065,625	22,196,230	21,101,447	19,072,941	13,369,727
Field Support	5,572,215	5,826,910	10,958,042	25,562,346	25,296,276
Fountains	267,771	874,943	817,002	818,277	818,277
Hydrants	2,131,123	2,228,521	1,503,343	1,639,758	1,639,758
Meters	3,425,619	3,181,116	3,379,278	3,328,647	3,328,647
Pump Stations/Tanks	9,130,231	11,422,649	10,184,016	14,943,110	15,093,110
Services	6,735,845	6,953,979	5,106,149	5,746,188	5,692,974
Valves/Gates/Regulators	1,056,970	1,339,835	1,144,000	1,287,860	1,287,860
Total Expenditures	**51,385,398**	**54,024,183**	**54,193,277**	**72,399,127**	**66,526,629**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Effectiveness					
Customers out of water more than three times per year	1	6	0	0	0
Percent of flow control valves operational when needed	93%	95%	90%	90%	90%
Percent of standards met for high risk assets	81%	83%	80%	80%	80%

Hydroelectric Power

Description

The Hydroelectric Power program provides for the administrative, operational, and regulatory oversight activities as required for the Portland Hydroelectric Project (PHP). Program staff members provide the day-to-day oversight and coordination for the operation of the PHP which includes the control of the levels in the City's Bull Run reservoirs, the withdrawal of water from those reservoirs, and the release of water downstream for compliance with in-stream regulatory flow targets. Additionally, the program coordinates all issues associated with the sales of generated power to PGE, the administration of the PHP's revenue bonds and related trust indenture requirements, and all state and federal regulatory requirements associated with both the PHP and the Mt. Tabor Hydroelectric Project.

Goals

This program supports the City goal of delivering efficient, effective, and accountable municipal services. It also supports the City goal of protecting and enhancing the natural and built environment, particularly with respect to its oversight and coordination of dam safety issues and the ongoing operation of the PHP on the Bull Run River.

Performance

In FY 2010-11, the amount of power generated by the PHP was 121% of its long-term annual average. For FY 2011-12, that generation is projected at 108% of average. During FY 2011-12, this program's staff will have provided all required oversight and support for the two hydroelectric power projects and the seven dams that it now oversees and monitors.

Changes to Services and Activities

In FY 2011-12, Hydroelectric Power transferred $300,000 in Hydroelectric Power Operating Fund profits to the City's General Fund and in FY 2012-13 that amount is being increased to $500,000.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	3.00	2.15	3.00	2.25	2.25
Expenditures					
Hydroelectric Power	532,564	556,523	692,954	703,328	703,328
Total Expenditures	**532,564**	**556,523**	**692,954**	**703,328**	**703,328**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Effectiveness					
Power Sold to PGE (mwh)	88,854	103,301	91,900	50,400	50,400
Efficiency					
Transfer of Hydropower Profits to General Fund	$290,000	$250,000	$300,000	$500,000	$500,000

Regulatory Compliance

Description

The Regulatory Compliance program has the responsibility for meeting or exceeding all federal and state water quality requirements. It is also responsible for meeting other regulatory standards, including compliance with the Endangered Species Act, proper disposal of dechlorinated water, and various monitoring requirements.

Goals

This program supports the City goal of protecting and enhancing the natural and built environment, particularly with respect to providing safe drinking water. It also supports the City goal of promoting economic vitality and opportunity with respect to providing high quality public utility services.

Performance

The bureau will have no violations of state and federal drinking water quality regulations nor any violations of environmental regulations (including NPDES permit requirements, Clean Water Act requirements, and Endangered Species Act requirements).

Changes to Services and Activities

FY 2012-13 is the second year of the 50-year federally approved HCP, and includes funding for construction of the Bull Run Dam 2 tower intake structure. The budget includes $1.5 million for increased treatment monitoring approved by OHA.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	43.00	42.00	42.00	46.00	46.00
Expenditures					
Regulatory Compliance	7,133,173	11,814,873	18,119,270	29,527,491	29,527,491
Total Expenditures	**7,133,173**	**11,814,873**	**18,119,270**	**29,527,491**	**29,527,491**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Effectiveness					
Number of violations of state or federal drinking water quality standards	1	0	0	0	0
Violations of environmental regulations	0	0	0	0	0

Supply

Description

The provision of water in the quantities desired by customers is a key portion of the mission of the bureau. The Supply program is responsible for providing the water that all customers use in the Portland service area, including both retail and wholesale customers. The program includes both water from the Bull Run watershed and water from the Columbia South Shore wellfield. In total, these systems supply water to a population of nearly 900,000 people and to businesses in the Portland area.

Goals

This program supports the City goal of protecting and enhancing the natural and built environment, particularly with respect to providing safe drinking water. It also supports the City goal of promoting economic vitality and opportunity with respect to providing high quality public utility services.

Performance

The Bull Run watershed provides 95% or more of the City's annual water supply under normal operating conditions.

Changes to Services and Activities

Included in the FY 2012-13 are projects to reduce the vulnerabilities in the Groundwater Pump Station as well as other projects to repair and upgrade groundwater infrastructure.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	22.00	24.00	25.00	25.00	25.00
Expenditures					
Bull Run Watershed	5,203,216	5,076,534	4,428,460	3,204,527	3,204,527
Groundwater	2,074,237	3,004,980	2,698,024	2,941,575	2,941,575
Total Expenditures	**7,277,453**	**8,081,514**	**7,126,484**	**6,146,102**	**6,146,102**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Effectiveness					
Percent of city's water supply provided by Bull Run Watershed under normal operating conditions	95%	96%	95%	95%	95%

Transmission & Terminal Storage

Description

The Transmission & Terminal Storage program is for the conveyance of water from the supply sources to the City, including the terminal storage reservoirs at Powell Butte, Mt. Tabor, and Washington Park.

Goals

This program supports the City goal of protecting and enhancing the natural and built environment, particularly with respect to providing safe drinking water. It also supports the City goal of promoting economic vitality and opportunity with respect to providing high quality public utility services.

Performance

There will be no simultaneous conduit and/or transmission main outages that cause disruption of service to customers except in the case of natural vulnerability events that occur less often than once every hundred years or planned maintenance shutdowns.

Changes to Services and Activities

The FY 2012-13 Adopted Budget includes funding only for the construction of the Powell Butte Reservoir 2 Reservoir.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
Expenditures					
Conduits/Transmission	14,914,183	3,795,480	1,073,012	959,306	959,306
Terminal Reservoirs	13,836,595	11,373,387	22,620,085	53,431,370	58,931,370
Total Expenditures	**28,750,779**	**15,168,867**	**23,693,097**	**54,390,676**	**59,890,676**

Treatment

Description

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.

Goals

This program supports the City goal of protecting and enhancing the natural and built environment, particularly with respect to providing safe drinking water. It also supports the City goal of promoting economic vitality and opportunity, especially providing high quality, affordable public utility services.

Performance

The bureau's target is to have no violations of state and federal drinking water regulations.

Changes to Services and Activities

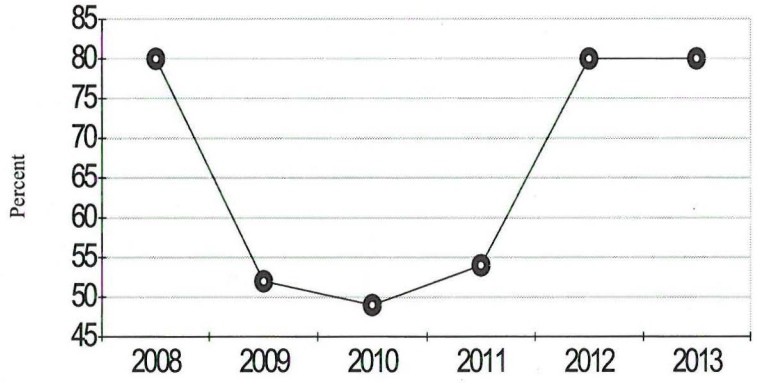
The FY 2012-13 budget funds only the design and construction of flow meters at Headworks which will improve the bureau's compliance with other drinking water rules related to chemical additions.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
Expenditures					
Water Program Treatment	2,012,211	11,973,337	7,932,567	2,683,294	2,683,294
Total Expenditures	**2,012,211**	**11,973,337**	**7,932,567**	**2,683,294**	**2,683,294**

Performance Measures

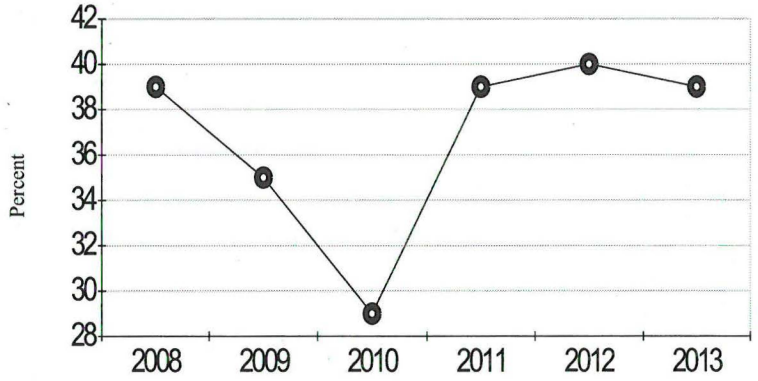
Percent of Calls Answered Within 60 Seconds

The goal of the Call Center is to answer 80% of all calls within 60 seconds.



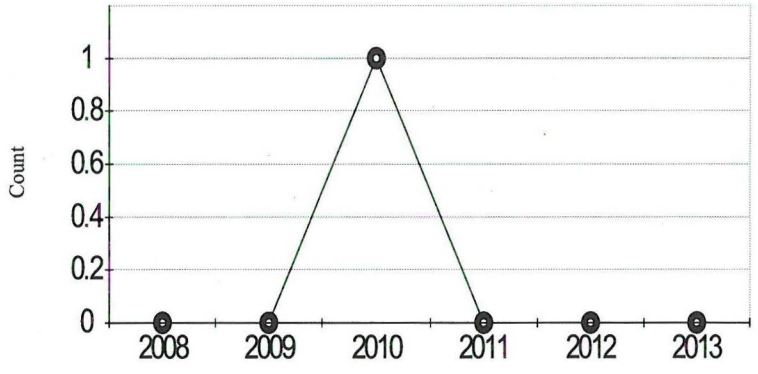
Number of Customer Accounts Paid Electronically

The bureau's goal is to receive 40% of all payments electronically.



Number of Violations of State or Federal Drinking Water Quality Standards

The bureau's goal is to have zero violations per year.



	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
Resources					
External Revenues					
Charges for Services	108,920,288	114,682,949	128,336,472	137,825,183	137,347,583
Intergovernmental	943,687	1,493,140	1,719,000	476,000	476,000
Bond & Note	75,794,252	86,534,273	161,251,000	189,350,000	214,085,000
Miscellaneous	5,243,892	5,014,862	5,700,015	5,306,269	5,326,532
Total External Revenues	**190,902,119**	**207,725,224**	**297,006,487**	**332,957,452**	**357,235,115**
Internal Revenues					
Fund Transfers - Revenue	108,075,658	125,289,058	188,007,868	209,600,120	209,811,953
Interagency Revenue	3,773,504	3,152,783	3,282,648	3,376,583	3,376,583
Total Internal Revenues	**111,849,162**	**128,441,841**	**191,290,516**	**212,976,703**	**213,188,536**
Beginning Fund Balance	90,648,096	114,021,135	147,367,467	88,621,718	88,621,718
Total Resources	**$393,399,377**	**$450,188,200**	**$635,664,470**	**$634,555,873**	**$659,045,369**
Requirements					
Bureau Expenditures					
Personnel Services	56,808,483	56,469,860	61,346,688	65,137,509	64,698,075
External Materials and Services	27,546,803	18,169,478	21,603,430	26,665,683	26,361,683
Internal Materials and Services	18,727,460	18,528,964	21,475,750	20,130,835	20,130,835
Capital Outlay	24,252,846	32,534,321	53,480,220	111,692,606	111,692,606
Total Bureau Expenditures	**127,335,592**	**125,702,623**	**157,906,088**	**223,626,633**	**222,883,199**
Fund Expenditures					
Debt Service	35,663,275	33,517,065	37,288,033	42,653,870	42,777,545
Contingency	0	0	125,943,382	83,841,322	84,277,115
Fund Transfers - Expense	116,379,375	133,633,583	197,836,543	214,811,812	214,915,487
Debt Service Reserves	0	0	31,318,751	32,662,390	34,597,390
Total Fund Expenditures	**152,042,650**	**167,150,648**	**392,386,709**	**373,969,394**	**376,567,537**
Ending Fund Balance	114,021,135	157,334,929	85,371,673	36,959,846	59,594,633
Total Requirements	**$393,399,377**	**$450,188,200**	**$635,664,470**	**$634,555,873**	**$659,045,369**
Programs					
Administration & Support	6,756,850	5,410,305	25,812,648	30,955,582	30,933,010
Customer Service	23,487,164	18,673,021	20,335,791	26,821,033	26,472,669
Distribution	51,385,398	54,024,183	54,193,277	72,399,127	66,526,629
Hydroelectric Power	532,564	556,523	692,954	703,328	703,328
Regulatory Compliance	7,133,173	11,814,873	18,119,270	29,527,491	29,527,491
Supply	7,277,453	8,081,514	7,126,484	6,146,102	6,146,102
Transmission & Terminal Storage	28,750,779	15,168,867	23,693,097	54,390,676	59,890,676
Treatment	2,012,211	11,973,337	7,932,567	2,683,294	2,683,294
Total Programs	**127,335,592**	**$125,702,623**	**$157,906,088**	**$223,626,633**	**$222,883,199**

This table summarizes project expenses by capital programs.

Bureau Capital Program / Project	Prior Years	Revised FY 2011-12	Adopted FY 2012-13	Capital Plan FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	5-Year Total
Customer Service								
Emergency Coordination Center	1,762,975	0	6,100,000	0	0	0	0	6,100,000
Security and Emergency Management	1,313,000	100,000	0	0	0	250,000	500,000	750,000
Total Customer Service	**3,075,975**	**100,000**	**6,100,000**	**0**	**0**	**250,000**	**500,000**	**6,850,000**
Distribution								
Carolina Pump Main Extension	117,407	0	0	0	0	200,000	4,800,000	5,000,000
Control Center SCADA Server Replacement	1,160,866	0	300,000	0	0	0	0	300,000
Distribution Mains	34,408,680	16,945,000	6,360,000	16,075,000	16,375,000	15,875,000	16,775,000	71,460,000
Field Support	10,002,134	6,622,000	4,050,000	3,810,000	3,547,000	3,410,000	3,500,000	18,317,000
Forest Park Low Tank	486,468	0	5,570,000	740,000	0	0	0	6,310,000
Fountains	403,065	150,000	180,000	150,000	150,000	150,000	150,000	780,000
Fulton Pump Station Improvements	931,579	0	1,270,000	6,200,000	2,350,000	0	0	9,820,000
Hydrants	2,196,555	980,000	1,100,000	900,000	900,000	900,000	900,000	4,700,000
Interstate Facility Rehabilitation	983,262	0	16,250,000	10,000,000	19,400,000	0	0	45,650,000
Meters	4,735,143	2,190,000	1,700,000	1,590,000	1,590,000	1,590,000	1,590,000	8,060,000
Portland Heights Pump Main	91,008	0	1,550,000	0	0	0	0	1,550,000
Portland Heights Pump Station Electrical Improvements	231,687	0	1,400,000	0	0	0	0	1,400,000
Portland to Milwaukie Light Rail	354,080	50,000	1,340,000	400,000	0	0	0	1,740,000
Pump Stations and Tanks	6,301,947	4,350,000	420,000	500,000	510,000	480,000	430,000	2,340,000
Services	11,687,018	3,500,000	3,900,000	3,500,000	3,500,000	3,500,000	3,500,000	17,900,000
Willamette River Pipe Crossing	111,062	0	200,000	0	2,600,000	5,000,000	20,000,000	27,800,000
Total Distribution	**74,201,961**	**34,787,000**	**45,590,000**	**43,865,000**	**50,922,000**	**31,105,000**	**51,645,000**	**223,127,000**
Regulatory Compliance								
Bull Run Dam 2 Tower	3,945,423	0	20,680,000	3,425,000	200,000	0	0	24,305,000
HCP Alder Creek Fish Passage	35,530	0	250,000	200,000	100,000	50,000	0	600,000
Water Quality and Regulatory Compliance	2,329,254	13,000,000	1,870,000	875,000	1,300,000	8,950,000	2,000,000	14,995,000
Total Regulatory Compliance	**6,310,207**	**13,000,000**	**22,800,000**	**4,500,000**	**1,600,000**	**9,000,000**	**2,000,000**	**39,900,000**
Supply								
Bull Run Watershed	22,493,744	1,500,000	250,000	0	2,250,000	2,500,000	2,750,000	7,750,000
Groundwater	1,865,991	820,000	740,000	300,000	300,000	820,000	820,000	2,980,000
Groundwater Electrical Supply Improvements	28,858	0	40,000	130,000	1,960,000	0	0	2,130,000
Total Supply	**24,388,593**	**2,320,000**	**1,030,000**	**430,000**	**4,510,000**	**3,320,000**	**3,570,000**	**12,860,000**
Support								
Planning	2,054,924	1,100,000	1,500,000	1,500,000	1,500,000	2,000,000	2,500,000	9,000,000
Total Support	**2,054,924**	**1,100,000**	**1,500,000**	**1,500,000**	**1,500,000**	**2,000,000**	**2,500,000**	**9,000,000**

This table summarizes project expenses by capital programs.

Bureau Capital Program / Project	Prior Years	Revised FY 2011-12	Adopted FY 2012-13	Capital Plan FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	5-Year Total
Transmission/Terminal Storage								
Conduits and Transmission Mains	14,762,503	650,000	190,000	425,000	8,500,000	12,600,000	5,000,000	26,715,000
Kelly Butte Reservoir	0	0	5,050,000	32,000,000	30,000,000	5,500,000	0	72,550,000
Powell Butte Reservoir 2	16,584,652	0	53,000,000	37,600,000	7,700,000	0	0	98,300,000
Sandy Wholesale Connection	106,275	0	60,000	0	0	0	0	60,000
Tabor Reservoir Adjustments	0	0	300,000	4,600,000	350,000	350,000	0	5,600,000
Washington Park	0	0	150,000	5,000,000	4,500,000	12,000,000	16,000,000	37,650,000
Total Transmission/Terminal Storage	**31,453,430**	**650,000**	**58,750,000**	**79,625,000**	**51,050,000**	**30,450,000**	**21,000,000**	**240,875,000**
Treatment								
Headworks Flow Meters	0	0	100,000	2,500,000	0	0	0	2,600,000
Total Treatment	**0**	**0**	**100,000**	**2,500,000**	**0**	**0**	**0**	**2,600,000**
Total Requirements	**141,485,090**	**51,957,000**	**135,870,000**	**132,420,000**	**109,582,000**	**76,125,000**	**81,215,000**	**535,212,000**

		Salary Range		Revised FY 2011-12		Proposed FY 2012-13		Adopted FY 2012-13	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000062	Accountant I	38,064	53,123	1.00	53,124	1.00	53,124	1.00	53,124
30000063	Accountant II	49,754	60,798	3.00	171,360	3.00	176,272	3.00	176,272
30000064	Accountant III	54,787	66,893	1.00	66,888	1.00	66,888	1.00	66,888
30000434	Administrative Assistant	45,074	69,451	7.00	467,181	7.00	473,692	7.00	473,692
30000433	Administrative Specialist, Sr	41,974	64,626	4.00	196,378	4.00	201,506	4.00	201,506
30000436	Administrative Supervisor I	54,725	72,925	3.00	210,548	3.00	213,200	3.00	213,200
30000437	Administrative Supervisor II	57,450	76,586	1.00	76,584	1.00	76,584	1.00	76,584
30000203	Applications Analyst II-Generalist	57,450	76,586	1.00	69,152	1.00	71,993	1.00	71,993
30000204	Applications Analyst III-Generalist	63,378	84,635	2.00	169,272	2.00	169,272	2.00	169,272
30000207	Applications Analyst IV-Generalist	66,602	89,107	3.00	225,096	2.25	180,844	2.25	180,844
30000102	Automotive Equip Oper II: Sewer Vacuum	43,347	52,208	1.00	52,212	1.00	52,212	1.00	52,212
30000104	Automotive Equip Oper II: Tractor-Trailr	43,347	52,208	1.00	52,212	1.00	52,212	1.00	52,212
30000101	Automotive Equipment Oper I	40,830	49,483	10.00	494,880	10.00	494,880	10.00	494,880
30001583	Bus Driver	43,347	52,208	1.00	43,344	1.00	43,344	1.00	43,344
30000441	Business Operations Manager	75,109	100,048	1.00	96,711	1.00	100,044	1.00	100,044
30000442	Business Operations Manager, Sr	93,288	130,291	1.00	130,296	1.00	130,296	1.00	130,296
30000440	Business Operations Supervisor	66,602	89,107	1.00	89,112	1.00	89,112	1.00	89,112
30000449	Business Systems Analyst, Sr	63,378	84,635	3.00	245,544	3.00	247,893	3.00	247,893
30000331	CAD Analyst	61,568	78,645	1.00	78,648	1.00	78,648	1.00	78,648
30000328	CAD Technician I	37,835	50,690	1.00	50,688	1.00	50,688	1.00	50,688
30000329	CAD Technician II	50,690	64,667	5.00	323,340	5.00	323,340	5.00	323,340
30000330	CAD Technician III	61,568	78,645	1.00	67,956	1.00	70,172	1.00	70,172
30000454	Capital Improvmnt Program Planning Supvr	75,109	100,048	1.00	100,044	1.00	100,044	1.00	100,044
30000399	Capital Project Manager I	61,568	78,645	2.00	157,296	2.00	157,296	2.00	157,296
30000686	Capital Project Manager II	66,602	89,107	2.00	155,712	2.00	155,712	2.00	155,712
30000687	Capital Project Manager III	69,826	93,829	2.00	187,656	2.00	187,656	2.00	187,656
30000110	Carpenter	51,438	55,890	2.00	111,792	2.00	111,792	2.00	111,792
30000493	Community Outreach & Informtn Rep, Sr	60,341	80,475	2.00	156,780	2.00	158,600	2.00	158,600
30000107	Concrete Finisher	51,438	55,890	3.00	167,688	3.00	167,688	3.00	167,688
30000507	Conservation Program Coordinator, Sr	63,378	84,635	1.00	68,664	1.00	71,014	1.00	71,014
30000105	Construction Equipment Operator	43,472	55,515	17.00	943,704	17.00	943,704	17.00	943,704
30000455	Contracts Dev & Review Administrator	66,602	89,107	1.00	88,993	1.00	89,112	1.00	89,112
30000017	Customer Accounts Specialist I	33,800	47,320	46.00	2,068,440	46.00	2,068,440	44.00	2,000,832
30000018	Customer Accounts Specialist II	40,310	51,896	10.00	502,576	10.00	505,232	10.00	505,232
30000445	Customer Service Supervisor	63,378	84,635	7.00	551,100	7.00	559,159	7.00	559,159
30000732	Development Supervisor I	63,378	84,635	1.00	84,636	1.00	84,636	1.00	84,636
30000577	Economist, Principal	75,109	100,048	1.00	100,044	1.00	100,044	1.00	100,044
30000635	Electrical/Instrumentation Supervisor	69,826	93,829	1.00	93,828	1.00	93,828	1.00	93,828
30000116	Electrician	64,376	69,493	6.00	406,728	6.00	411,840	6.00	411,840
30000120	Electrician/Instrument Tech, Apprentice	42,952	69,493	1.00	69,492	1.00	69,492	1.00	69,492
30000685	Engineer, Chief - Water Bureau	102,648	146,952	1.00	146,952	1.00	146,952	1.00	146,952
30000682	Engineer, Principal	93,787	125,070	7.00	858,036	7.00	862,448	7.00	862,448
30000680	Engineer, Sr	81,182	108,243	16.00	1,675,781	16.00	1,701,292	16.00	1,701,292
30000681	Engineer, Supervising	87,277	116,355	5.00	561,962	5.00	572,556	5.00	572,556
30000364	Engineer-Chemical/Environmental	80,954	98,384	1.00	91,087	1.00	95,644	1.00	95,644
30000365	Engineer-Civil	80,954	98,384	15.00	1,441,304	15.00	1,453,288	15.00	1,453,288
30000366	Engineer-Electrical	80,954	98,384	1.00	98,388	1.00	98,388	1.00	98,388
30000358	Engineering Associate, Sr-Civil	69,992	89,232	16.00	1,363,878	16.00	1,386,336	16.00	1,386,336
30000353	Engineering Associate-Civil	57,533	77,106	6.00	379,228	6.00	390,176	6.00	390,176
30000355	Engineering Associate-Mechanical	57,533	77,106	1.00	74,042	1.00	77,112	1.00	77,112

Class	Title	Salary Range Minimum	Salary Range Maximum	Revised FY 2011-12 No.	Revised FY 2011-12 Amount	Proposed FY 2012-13 No.	Proposed FY 2012-13 Amount	Adopted FY 2012-13 No.	Adopted FY 2012-13 Amount
30000696	Engineering Survey Manager	69,826	93,829	1.00	47,560	1.00	49,508	1.00	49,508
30000325	Engineering Technician II	50,690	64,667	10.00	617,532	10.00	625,038	10.00	625,038
30000326	Engineering Technician III	61,568	78,645	2.00	157,296	2.00	157,296	2.00	157,296
30000662	Environmental Program Coordinator	60,341	80,475	1.00	78,449	1.00	80,472	1.00	80,472
30000663	Environmental Program Manager	66,602	89,107	0.00	0	1.00	89,112	1.00	89,112
30000664	Environmental Program Manager, Sr	75,109	100,048	1.00	100,044	1.00	100,044	1.00	100,044
30000661	Environmental Program Specialist	54,725	72,925	2.00	118,968	3.00	193,425	3.00	193,425
30000339	Environmental Specialist	61,568	78,645	6.00	443,720	7.00	532,067	7.00	532,067
30000338	Environmental Technician II	50,690	64,667	0.00	0	2.00	129,336	2.00	129,336
30000712	Facilities Services Specialist	54,725	72,925	1.00	54,720	1.00	54,720	1.00	54,720
30000567	Financial Analyst	57,450	76,586	2.00	126,264	2.00	130,520	2.00	130,520
30000566	Financial Analyst, Assistant	45,074	69,451	1.00	69,456	1.00	69,456	1.00	69,456
30000569	Financial Analyst, Principal	75,109	100,048	4.00	400,176	4.00	400,176	4.00	400,176
30000568	Financial Analyst, Sr	63,378	84,635	1.00	74,764	1.00	77,832	1.00	77,832
30000127	General Mechanic	46,696	56,472	2.00	112,944	2.00	112,944	2.00	112,944
30000341	GIS Technician I	37,835	50,690	1.00	50,688	1.00	50,688	1.00	50,688
30000342	GIS Technician II	50,690	64,667	6.00	366,739	6.00	375,114	6.00	375,114
30000343	GIS Technician III	61,568	78,645	2.00	146,604	2.00	148,820	2.00	148,820
30000373	Graphics Designer III	61,568	78,645	1.00	78,648	1.00	78,648	1.00	78,648
30000252	Horticulturist	43,950	53,102	1.00	53,100	1.00	53,100	1.00	53,100
30000657	Hydroelectric Power Project Manager	75,109	100,048	1.00	100,044	1.00	100,044	1.00	100,044
30000658	Hydroelectric Power Project Mgr, Asst	66,602	89,107	1.00	81,408	1.00	83,910	1.00	83,910
30000114	Industrial Painter	51,438	55,890	3.00	163,236	3.00	163,236	3.00	163,236
30000115	Industrial Painter, Lead	53,976	58,677	1.00	58,680	1.00	58,680	1.00	58,680
30000603	Inf Syst Analyst IV(Supvr)-Gen	66,602	89,107	1.00	89,112	1.00	89,112	1.00	89,112
30000218	Inf Syst Analyst, Principal-Gen	75,109	100,048	1.00	90,048	1.00	93,425	1.00	93,425
30000607	Inf Syst Mgr-Generalist	80,787	107,557	1.00	80,784	1.00	80,784	1.00	80,784
30000239	Instrument Technician	64,376	69,493	7.00	476,220	7.00	484,314	7.00	484,314
30001408	Instrumentation & Security Systems Supvr	63,378	84,635	1.00	84,636	1.00	84,636	1.00	84,636
30001283	Laboratory Analyst II	45,760	60,382	4.00	235,920	4.00	238,450	4.00	238,450
30001284	Laboratory Analytical Specialist	52,166	69,264	2.00	121,428	2.00	127,066	2.00	127,066
30001285	Laboratory Coordinator	54,142	76,398	1.00	54,144	1.00	54,144	1.00	54,144
30000670	Laboratory Manager	75,109	100,048	1.00	100,044	1.00	100,044	1.00	100,044
30000644	Maintenance Planner/Scheduler	54,725	72,925	4.00	275,220	4.00	280,516	4.00	280,516
30000073	Maintenance Worker	23,691	28,080	2.00	56,160	2.00	56,160	2.00	56,160
30000451	Management Analyst	57,450	76,586	2.00	136,597	2.00	139,064	2.00	139,064
30000453	Management Analyst, Principal	75,109	100,048	3.00	300,132	3.00	300,132	3.00	300,132
30000452	Management Analyst, Sr	63,378	84,635	2.00	162,252	2.00	164,107	2.00	164,107
30000450	Management Assistant	45,074	69,451	6.00	322,232	6.00	332,478	6.00	332,478
30000693	Mapping & GIS Supervisor	69,826	93,829	1.00	87,642	1.00	91,236	1.00	91,236
30000978	Mapping Data Technician II	61,568	78,645	1.00	74,940	1.00	78,030	1.00	78,030
30000653	Mechanical Systems Supervisor-Water,Sr	69,826	93,829	1.00	93,828	1.00	93,828	1.00	93,828
30000012	Office Support Specialist II	31,512	43,950	6.00	251,280	6.00	251,280	6.00	251,280
30000013	Office Support Specialist III	40,310	51,896	3.00	144,987	3.00	149,469	3.00	149,469
30000152	Operating Engineer I	46,779	48,984	4.00	189,312	4.00	193,360	4.00	193,360
30000154	Operating Engineer III	49,566	64,064	13.00	832,884	13.00	832,884	13.00	832,884
30000759	Parks Maintenance Supervisor	57,450	76,586	1.00	65,232	1.00	67,912	1.00	67,912
30000081	Parks Technician	42,557	48,381	6.00	284,472	6.00	284,472	5.00	241,920
30000398	Planner, Sr City-Water Resources	61,568	78,645	1.00	78,648	1.00	78,648	1.00	78,648
30000464	Program Coordinator	60,341	80,475	4.00	282,816	4.00	290,167	4.00	290,167

Class	Title	Salary Range Minimum	Salary Range Maximum	Revised FY 2011-12 No.	Revised FY 2011-12 Amount	Proposed FY 2012-13 No.	Proposed FY 2012-13 Amount	Adopted FY 2012-13 No.	Adopted FY 2012-13 Amount
30000465	Program Manager	63,378	84,635	2.00	160,812	2.00	163,412	2.00	163,412
30000466	Program Manager, Sr	75,109	100,048	4.00	398,664	4.00	400,050	4.00	400,050
30000463	Program Specialist	54,725	72,925	1.00	72,924	1.00	72,924	1.00	72,924
30000462	Program Specialist, Assistant	45,074	69,451	3.00	166,290	3.00	171,099	3.00	171,099
30000698	Property Acquisition & Services Manager	63,378	84,635	1.00	84,636	1.00	84,636	1.00	84,636
30000495	Public Information Officer	63,378	84,635	1.00	66,690	1.00	69,426	1.00	69,426
30000691	Public Works Inspection Manager	66,602	89,107	1.00	89,112	1.00	89,112	1.00	89,112
30000228	Public Works Inspector	56,888	65,000	6.00	390,024	6.00	390,024	6.00	390,024
30000229	Public Works Inspector, Sr	61,693	72,696	3.00	218,088	3.00	218,088	3.00	218,088
30000630	Public Works Supervisor II	57,450	76,586	9.00	653,354	9.00	667,001	9.00	667,001
30000403	Remittance Technician	33,800	47,320	2.00	94,632	1.00	45,516	1.00	45,516
30000350	Right of Way Agent III	61,568	78,645	1.00	75,867	1.00	78,648	1.00	78,648
30000481	Risk Specialist	54,725	72,925	1.00	69,168	1.00	71,056	1.00	71,056
30000486	Safety & Risk Officer II	69,826	93,829	1.00	90,392	1.00	93,065	1.00	93,065
30000488	Security Program Manager	66,602	89,107	1.00	89,112	1.00	89,112	1.00	89,112
30000645	Security Supervisor	57,450	76,586	2.00	141,314	2.00	146,890	2.00	146,890
30000029	Service Dispatcher	33,800	47,320	2.00	94,632	2.00	94,632	2.00	94,632
30000054	Storekeeper/Acquisition Specialist II	43,139	52,728	3.00	155,064	3.00	158,184	3.00	158,184
30000056	Storekeeper/Acquisition Specialist III	48,714	60,570	1.00	60,576	1.00	60,576	1.00	60,576
30000468	Stores System Supervisor II	57,450	76,586	1.00	76,584	1.00	76,584	1.00	76,584
30000224	Surveying Aide II	41,974	46,530	2.00	88,512	2.00	91,470	2.00	91,470
30000695	Surveying Supvr/Water Rights Examiner	66,602	89,107	1.00	88,464	1.00	89,112	1.00	89,112
30000225	Surveyor I	47,944	59,592	2.00	119,184	2.00	119,184	2.00	119,184
30000226	Surveyor II	55,682	63,794	1.00	63,792	1.00	63,792	1.00	63,792
30001558	Timekeeping Specialist	33,862	47,258	3.00	114,984	3.00	119,718	3.00	119,718
30000531	Training & Development Analyst	57,450	76,586	2.00	137,037	1.00	60,967	1.00	60,967
30000532	Training & Development Officer	63,378	84,635	1.00	63,372	1.00	65,542	1.00	65,542
30001037	Utility Locator	47,112	50,690	6.00	302,768	6.00	304,128	6.00	304,128
30000076	Utility Worker I	40,290	43,826	6.00	262,944	6.00	262,944	6.00	262,944
30000077	Utility Worker II	43,826	47,112	37.00	1,743,144	37.00	1,743,144	37.00	1,743,144
30000075	Utility Worker II, Apprentice	32,989	43,576	17.00	560,796	17.00	560,796	12.00	395,856
30000438	Water Administrative Manager	69,826	93,829	1.00	93,828	1.00	93,828	1.00	93,828
30001534	Water Bureau Emergency Management Mgr	66,602	89,107	1.00	80,660	1.00	83,970	1.00	83,970
30000512	Water Conservation Program Coordinator	60,341	80,475	2.00	148,254	2.00	151,032	2.00	151,032
30000514	Water Conservation Program Manager	66,602	89,107	1.00	89,112	1.00	89,112	1.00	89,112
30000646	Water Consortium Conservation Pg Mgr	63,378	84,635	1.00	84,636	1.00	84,636	1.00	84,636
30000655	Water Group Manager	93,288	130,291	4.00	520,008	4.00	521,184	4.00	521,184
30000652	Water Maintenance Supervisor, Sr	69,826	93,829	3.00	278,484	3.00	281,234	3.00	281,234
30000133	Water Meter Reader I	36,171	44,595	12.00	508,620	12.00	522,648	12.00	522,648
30000134	Water Meter Reader II	44,325	50,482	1.00	44,328	1.00	44,328	1.00	44,328
30000142	Water Meter Technician I	42,328	51,210	4.00	204,864	4.00	204,864	4.00	204,864
30000143	Water Meter Technician II	53,976	58,677	6.00	352,080	6.00	352,080	6.00	352,080
30000654	Water Operations & Support Manager	86,840	117,686	1.00	112,764	1.00	116,614	1.00	116,614
30000145	Water Operations Mechanic	52,042	58,448	27.00	1,571,228	27.00	1,571,796	27.00	1,571,796
30000144	Water Operations Mechanic, Apprentice	40,310	54,725	10.00	499,909	10.00	518,859	10.00	518,859
30000651	Water Quality Inspection Supervisor	60,341	80,475	1.00	80,472	1.00	80,472	1.00	80,472
30000140	Water Quality Inspector II	49,566	64,064	6.00	384,408	6.00	384,408	6.00	384,408
30000141	Water Quality Inspector III	52,042	67,226	1.00	67,224	1.00	67,224	1.00	67,224
30001034	Water Quality Manager	86,840	117,686	1.00	107,016	1.00	110,310	1.00	110,310
30000647	Water Resource & Urban Affairs Coord	63,378	84,635	1.00	84,636	1.00	84,636	1.00	84,636

Class	Title	Salary Range Minimum	Salary Range Maximum	Revised FY 2011-12 No.	Revised FY 2011-12 Amount	Proposed FY 2012-13 No.	Proposed FY 2012-13 Amount	Adopted FY 2012-13 No.	Adopted FY 2012-13 Amount
30000648	Water Resources Planning Manager	86,840	117,686	1.00	122,160	1.00	122,160	1.00	122,160
30000656	Water Resources Program Manager	66,602	89,107	2.00	182,676	2.00	182,676	2.00	182,676
30000138	Water Security Specialist	43,826	47,112	19.00	883,757	19.00	892,114	19.00	892,114
30000135	Water Service Inspector I	44,325	50,482	8.00	391,560	8.00	393,480	8.00	393,480
30000136	Water Service Inspector II	47,902	54,517	1.00	47,904	1.00	47,904	1.00	47,904
30000650	Water Treatment Operations Supervisor	69,826	93,829	1.00	93,828	1.00	93,828	1.00	93,828
30000147	Water Treatment Operator II	49,566	64,064	10.00	617,528	10.00	628,909	10.00	628,909
30000424	Water Utility Director	129,834	186,056	1.00	186,060	1.00	186,060	1.00	186,060
30000078	Water Utility Worker, Sr	44,512	49,483	1.00	49,488	1.00	49,488	1.00	49,488
30001081	Watershed & Conduit Supvr	69,826	93,829	1.00	91,020	1.00	93,828	1.00	93,828
30000149	Watershed Specialist I	38,438	47,112	4.00	179,772	4.00	179,772	4.00	179,772
30000151	Watershed Specialist II	44,512	49,483	2.00	98,976	2.00	98,976	2.00	98,976
30001308	Watershed Specialist III	53,082	59,509	2.00	119,016	2.00	119,016	2.00	119,016
TOTAL FULL-TIME POSITIONS				619.00	39,777,575	621.25	40,357,879	613.25	40,082,779
30000433	Administrative Specialist, Sr	41,974	64,626	0.85	39,060	0.85	40,664	0.85	40,664
30000017	Customer Accounts Specialist I	33,800	47,320	1.50	73,668	1.50	73,668	1.50	73,668
30000365	Engineer-Civil	80,954	98,384	0.50	51,060	0.50	51,060	0.50	51,060
30000451	Management Analyst	57,450	76,586	0.75	45,246	0.75	47,100	0.75	47,100
TOTAL PART-TIME POSITIONS				3.60	209,034	3.60	212,492	3.60	212,492
30000110	Carpenter	51,438	55,890	1.00	55,896	0.00	0	0.00	0
30000017	Customer Accounts Specialist I	33,800	47,320	1.20	56,784	1.20	56,784	1.20	56,784
30000324	Engineering Technician I	37,835	50,690	1.00	50,688	0.00	0	0.00	0
30000661	Environmental Program Specialist	54,725	72,925	1.00	54,732	0.00	0	0.00	0
30000453	Management Analyst, Principal	75,109	100,048	1.00	100,044	1.00	100,044	1.00	100,044
30001159	Plumber	56,888	61,838	1.00	61,836	0.00	0	0.00	0
30000463	Program Specialist	54,725	72,925	1.00	54,720	0.00	0	0.00	0
30000462	Program Specialist, Assistant	45,074	69,451	1.00	64,841	0.00	0	0.00	0
TOTAL LIMITED TERM POSITIONS				8.20	499,541	2.20	156,828	2.20	156,828
GRAND TOTAL				630.80	40,486,150	627.05	40,727,199	619.05	40,452,099

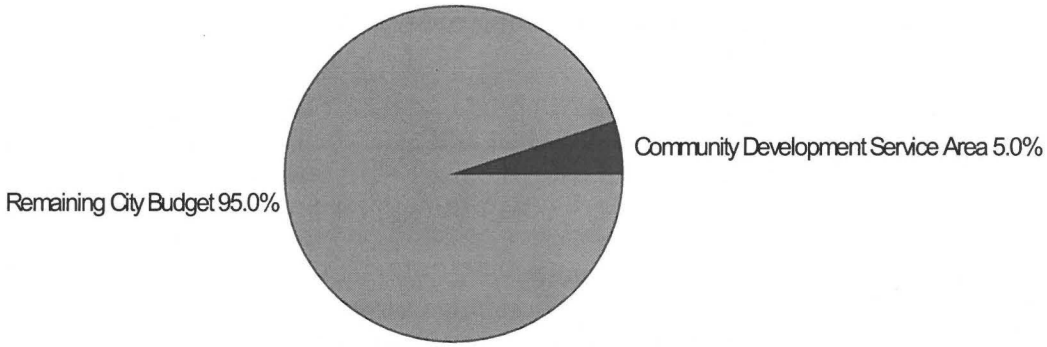
This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2012-13	222,063,506	0	222,063,506	624.05	FY 2012-13 Current Appropriation Level (includes Hydroelectric Power)
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	1,900,000	0	1,900,000	5.00	Water - LT2 variance monitoring
	175,000	0	175,000	0.00	Water - ebill monthly statement marketing
	210,965	0	210,965	0.00	Water - HR/Class and Comp Adjustments
	83,989	0	83,989	0.00	Water - Technical Adjustments
	(489,982)	0	(489,982)	0.00	Water - OMF interagency adjustments
	(3,376)	0	(3,376)	0.00	Hydro - OMF interagency adjustments
	(134,805)	0	(134,805)	0.00	Water - Non-represented merit freeze
	(178,664)	0	(178,664)	(2.00)	Water - Two FTE reduction in Customer Services
Approved Budget Additions and Reductions					
	0	0	0	0.00	None
Adopted Budget Additions and Reductions					
	(439,434)	0	(439,434)	(8.00)	Eliminate 8 vacancies
	(105,000)	0	(105,000)	0.00	Move Loos to BES
	(175,000)	0	(175,000)	0.00	Eliminate ebill monthly statement marketing
	(24,000)	0	(24,000)	0.00	Reduction in Utility License Fee
	819,693	**0**	**819,693**	**(5.00)**	**Total FY 2012-13 Decision Packages**
			222,883,199	**619.05**	**Total Adopted Budget**

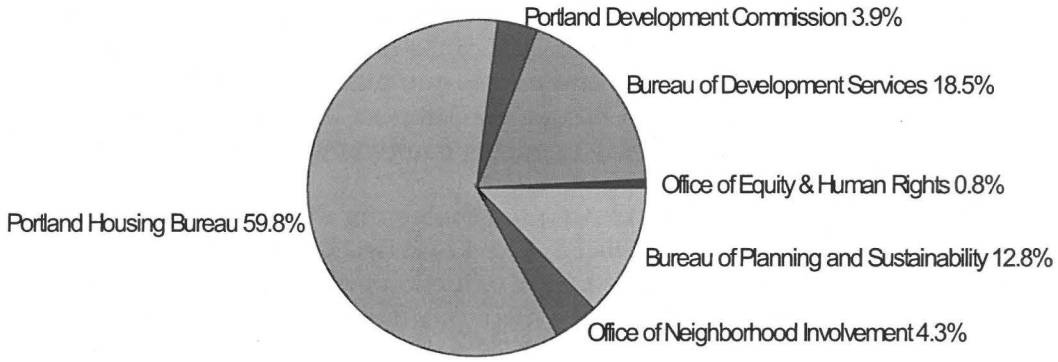
Community Development Service Area

- Bureau of Development Services
- Portland Housing Bureau
- Bureau of Planning and Sustainability
- Office for Community Technology
- Office of Neighborhood Involvement
- Office of Sustainable Development
- Portland Development Commission
- Office of Equity & Human Rights

Percent of City Budget



Percent of Service Area Budget



Service Area Overview

Requirements	Revised FY 2011-12	Adopted FY 2012-13	Change from Prior Year	Percent Change
Operating	209,056,368	177,476,176	(31,580,192)	(15.11)
Capital	0	3,680,172	3,680,172	N/A
Total Requirements	**209,056,368**	**181,156,348**	**(27,900,020)**	**(13.35)**
Authorized Positions	404.24	401.67	(2.57)	(0.64)

Service Area Highlights

Description

The Community Development service area includes programs in the Bureau of Development Services (BDS), Portland Housing Bureau (PHB), Bureau of Planning and Sustainability (BPS), Office of Neighborhood Involvement (ONI), the newly created Office of Equity and Human Rights, and the Portland Development Commission (PDC).

Major Themes

Bureau of Development Services

BDS implements the City's policies, plans, and codes related to land use, building, and plumbing. The bureau ensures compliance with site-related regulations, such as erosion control, grading, and onsite stormwater treatment and disposal. BDS also enforces the zoning code, as well as structural, mechanical, plumbing, and electrical codes.

The FY 2012-13 Adopted Budget for BDS is $41.2 million, a 20% increase over its FY 2011-12 revised budget and a net increase of 16 FTEs. The bureau's anticipated permit revenues are the highest in three years, reflecting improvement in the local construction industry, although revenues remain below FY 2009-10 levels.

Portland Housing Bureau

The Housing Bureau's FY 2012-13 Adopted Budget totals $102.7 million, and includes $41.4 million in tax increment financing (TIF) and $12.7 million in federal Community Development Block Group (CDBG) funds.

Discretionary General Fund resources in the bureau total $10.8 million, of which $4.9 million is one-time only. The ongoing portion of the General Fund budget is reduced by 6.1%. The one-time funding continues a number of services from the FY 2011-12 budget as well as carryover funding for a housing investment strategy, the second year of operation of the Bud Clark Commons (also known as the Resource Access Center), and foreclosure prevention and homeownership assistance. While funding is one-time in the Adopted Budget, the budget also includes a budget note that directs OMF to add $4.6 million to Housing's ongoing appropriation.

Bureau of Planning and Sustainability

The FY 2012-13 Adopted Budget for BPS is $22.6 million. This represents a 35% decrease over its FY 2011-12 revised budget. One-time and ongoing General Fund savings include a 6.7% reduction package, savings from reduced OMF interagencies, and a merit pay freeze for non-represented employees making more then $45,000 annually.

A total of $440,022 in additional one-time funds were appropriated for various short-term and multi-year planning projects including the Comprehensive Plan, Youth Planning program, and the West Hayden Island project.

Office of Neighborhood Involvement

ONI continues to coordinate efforts to make Portland neighborhoods more livable and to promote meaningful and diverse civic participation.

The FY 2012-13 Adopted Budget for ONI is $7,046,013. This includes add packages totaling $1,018,923 of one-time funding. The Adopted Budget includes funding for the Graffiti Abatement program, the Mediation and Facilitation program, the Enhanced Graffiti Abatement program, the Small Grants program, and East Portland Action Plan implementation and outreach.

Office of Equity and Human Rights

The Office of Equity and Human Rights was established by ordinance in September 2011 and funded by a combination of resources, including existing ongoing funding from the former Office of Human Relations and new ongoing General Fund allocation. The FY 2012-13 Adopted Budget for Office of Equity and Human Rights includes 9.00 FTE and $1,297,266. The bureau's budget includes reductions of $7,375 for the Citywide merit pay freeze applied to non-represented employees making more than $45,000 annually, and a $1,857 reduction to internal materials and services to reflect OMF IA reductions.

Portland Development Commission

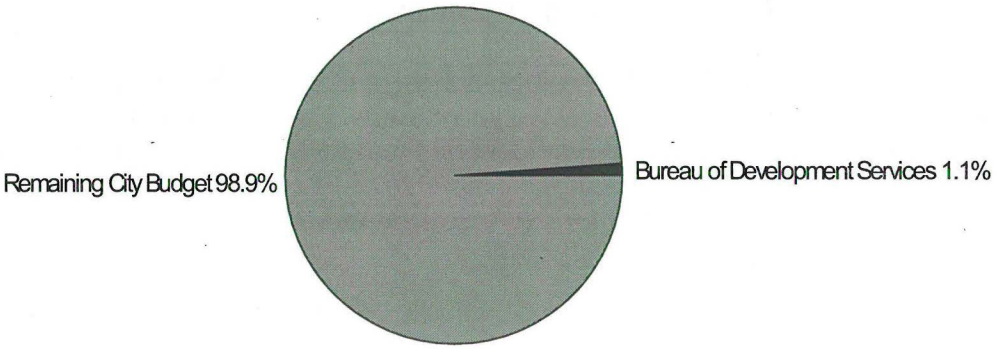
The FY 2012-13 Adopted Budget of $6.3 million includes $5.8 million in General Fund and $500,000 in grant funds. The General Fund allocation includes $3.2 million of one-time General Fund resources. PDC received an equivalent amount of General Fund support in FY 2012-13 as in FY 2011-12. The agency utilizes City General Fund for citywide economic development and economic opportunity programs.

Bureau of Development Services

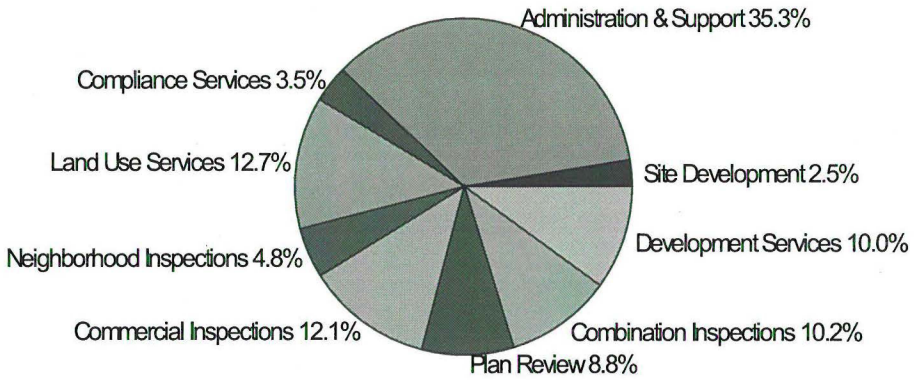
Community Development Service Area

Dan Saltzman, Commissioner-in-Charge
Paul L. Scarlett, Director

Percent of City Budget

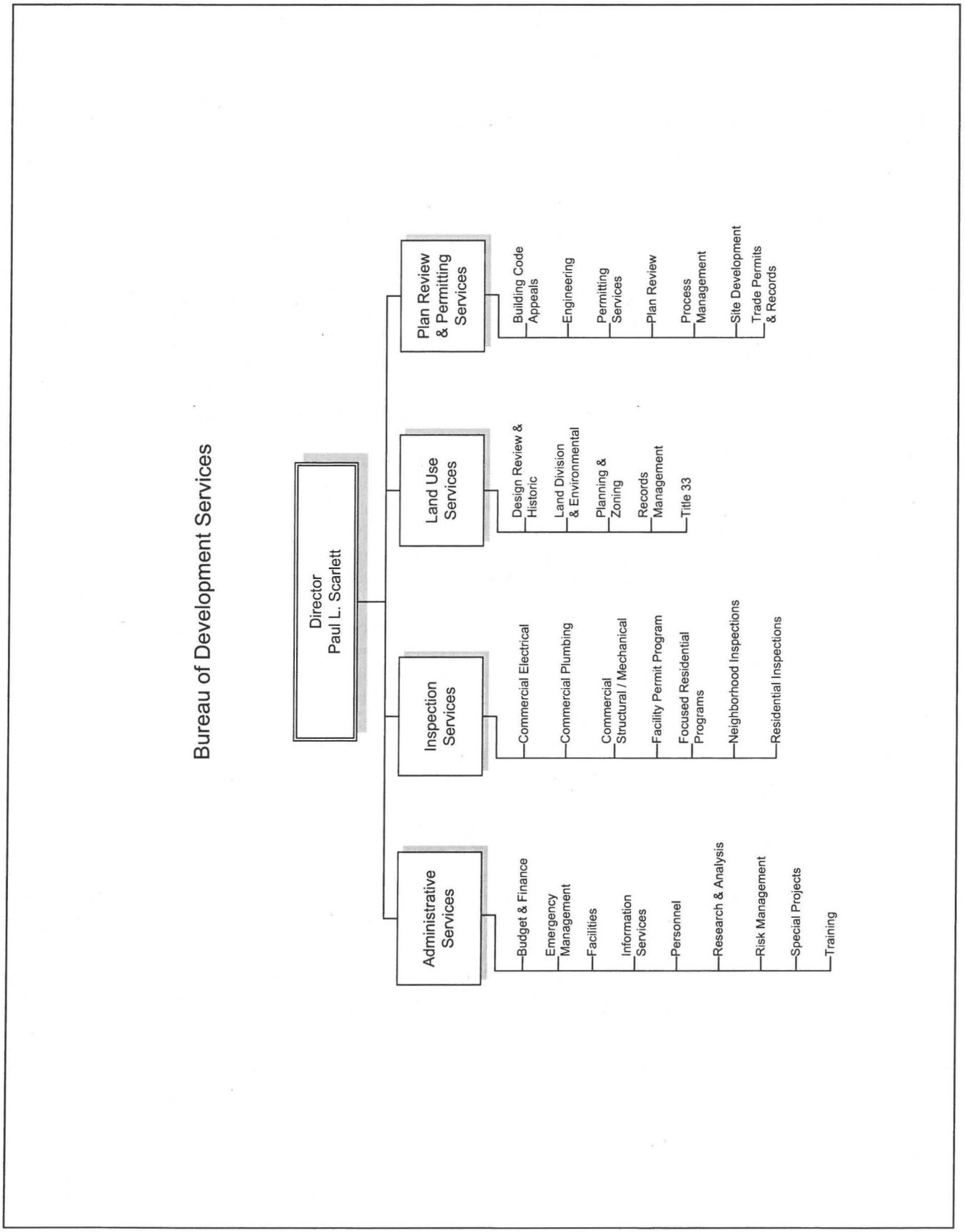


Bureau Programs



Bureau Overview

Requirements	Revised FY 2011-12	Adopted FY 2012-13	Change from Prior Year	Percent Change
Operating	34,199,214	37,502,218	3,303,004	9.66
Capital	0	3,680,172	3,680,172	N/A
Total Requirements	**34,199,214**	**41,182,390**	**6,983,176**	**20.42**
Authorized Positions	182.53	198.52	15.98	8.76


Bureau of Development Services
Director
Paul L. Scarlett
Administrative Services
Budget & Finance
Emergency Management
Facilities
Information Services
Personnel
Research & Analysis
Risk Management
Special Projects
Training
Inspection Services
Commercial Electrical
Commercial Plumbing
Commercial Structural / Mechanical
Facility Permit Program
Focused Residential Programs
Neighborhood Inspections
Residential Inspections
Land Use Services
Design Review & Historic
Land Division & Environmental
Planning & Zoning
Records Management
Title 33
Plan Review & Permitting Services
Building Code Appeals
Engineering
Permitting Services
Plan Review
Process Management
Site Development
Trade Permits & Records

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

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. The bureau manages programs that ensure compliance with construction and land use codes, and BDS 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 assistance to customers from pre-application to 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 and grading. The bureau also enforces the Zoning, Sign, and Property Maintenance codes, as well as structural, mechanical, plumbing, and electrical code violation cases. This Adopted Budget includes total funding of $41.18 million and 198.5 FTE; the funding is primarily composed of permit fees and charges.

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.

BDS remains committed to these goals as it continues to recover from the financial challenges experienced by the development industry and the overall economy in the last few years. Declining permit revenues and workload led to staff reductions in 2009 and 2010, such that BDS now has somewhat over half the staff it had four years ago. As permit revenues began to recover in 2011, the bureau was able to add back 12 positions in the first half of FY 2011-12 to address the most critical customer service needs. Based on FY 2012-13 permit revenue projections, this Proposed Budget includes additional positions to address ongoing service level issues as the economy recovers. BDS continues to communicate with customers and stakeholders regarding their needs and the bureau's ability to provide services. BDS staff remains committed to working collaboratively with customers to problem-solve and reach solutions.

State Statutes and Administrative Rules

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

Strategic Direction

BDS receives approximately 90% of its revenues from construction permits and land use reviews. The bureau's key issues and budget goals are therefore directly related to the economy and its impacts on the development industry and the bureau's ability to deliver the best service possible.

Cost Recovery / Program Efficiencies

Achieving full cost recovery for bureau programs wherever possible will continue to be one of BDS's main financial goals. As in past budget cycles, the bureau will seek to keep land use and permit fees reasonable for customers while making progress toward full cost recovery and adequate service levels. The bureau will also continue to examine cost saving measures and ways to make programs and services more efficient and effective, including looking at program structures, processes, innovation, and best practices.

Service Improvement Plan

BDS's FY 2012-13 Service Improvement Plan (SIP) describes its continuing dedication to provide excellent services to customers and the community as it gradually rebuilds its financial reserves and adds staff. The SIP focuses on obtaining the human, financial, and technological resources that will enable BDS to continue to provide quality services.

Adequate Staffing

Bureau services such as building inspections, plan review, permit issuance, and land use review are mandated by law. From 2009-2010, BDS reduced its staff by over one-half due to deep declines in permit revenues prompted by the scarcity of large development projects. As a slight increase in revenues materialized, the bureau began slowly adding back staff in FY 2011-12 in order to address workload requirements and provide adequate services to customers and stakeholders. Current projections indicate that BDS will have sufficient revenues to add up to 17.6 FTE in FY 2012-13. As always, the bureau will take a measured approach to staffing efforts, and will not make hires until sufficient revenue is available. The bureau will continue to be flexible in its staffing so it can be responsive to changes in the development industry and workload.

Technology

BDS is continuing its progress toward a new web-based system for the City's development review process. The Information Technology Advancement Project (ITAP) will greatly enhance the level of automation in development review while improving public access to information. The bureau issued a Request for Proposal (RFP) for vendors in early February 2012. Proposals are currently being evaluated,

and vendor selection is scheduled to occur by summer 2012. In the meantime, BDS is working internally and with other development bureaus to ensure that review processes are well-documented and streamlined in order to support efficient and effective ITAP implementation. ITAP implementation will likely start in fall 2012, with project "go live" beginning at the end of 2014.

General Fund Support

BDS receives General Fund support for several local programs that provide general public benefit, including Land Use Services, Neighborhood Inspections, and Noise Control. It is critical that BDS's local programs receive sufficient General Fund support to ensure that key services can be provided to the community. A shortfall in General Fund resources and program revenues led to staff reductions in 2009 and 2010. Services in these programs were dramatically reduced, leading to significant impacts in neighborhood livability issues.

This Adopted Budget includes the continuation of ongoing General Fund support for the bureau's local programs along with the continuation of one-time General Fund revenues that were approved in FY 2011-12. The one-time funds support five Housing Inspectors in the Neighborhood Inspections Program, a Senior Housing Inspector focused on addressing chronic un-maintained properties, and a Program Coordinator position needed for the launch of the Citywide Tree Code approved by City Council.

BDS's Budget Advisory Committee (BAC), Labor Management Committee, and the Development Review Advisory Committee (DRAC) all expressed unanimous support for these requests for continued ongoing and one-time General Fund support.

Summary of Budget Decisions

The creation of the bureau's annual budget request involves the active participation of a variety of staff and stakeholder groups. All bureau work groups have had opportunities to give input into the budget process. The bureau's BAC, comprised of external stakeholders plus BDS labor representatives and non-represented staff, met several times and gave its approval of the bureau's budget priorities, financial directions, and add packages. For the sixth consecutive year, BDS's Labor Management Committee (LMC) reviewed and participated in the bureau's budget planning process and gave their support to the budget request. The BDS budget also has the support of the Development Review Advisory Committee (DRAC), which is composed of local representatives from the construction and development industry, neighborhoods, and the community.

These decision packages address critical customer and stakeholder needs and cuts required by City Council, while allowing the bureau to maintain its fiscal responsibility.

Budget Reductions

4% General Fund Cut

For BDS, this cut equates to a reduction of $83,670. The bureau is meeting this requirement by reducing the work schedules of five Land Use Services staff and making reductions to funds for nuisance abatements. These cuts will negatively impact turnaround times for land divisions, final plats, and residential and commercial building permit plan review and will lead to 22 fewer nuisance abatements performed.

6% General Fund Cut

This decision package includes the cuts in the package above plus an additional 2%, and will result in a total reduction of $125,505. In addition to the cuts required in the package above, BDS will reduce the work schedules of two additional Land Use Services staff and will make deeper reductions to funds for nuisance abatements. In addition to the impacts outlined in the package above, these cuts will lengthen the response time to messages left on the bureau's Zoning Hotline and the time required to perform completeness reviews for Land Use applications. In addition, the bureau will perform 34 fewer nuisance abatements.

Technical FTE Adjustment

These packages reflect the conversion of 5.0 FTE from permanent to limited-term. The positions are supported with one-time General Fund resources.

Budget Additions

Improve Overall BDS Service Level

From 2009 - 2010, BDS lost over half of its staff due to deep declines in permit revenues. Throughout the bureau, low-priority services were eliminated and most remaining services were significantly reduced. Though BDS continues to review its overall operation to find ways to provide services more efficiently, it has been a struggle to provide service levels that are realistic for the bureau and still meet customers' needs.

In FY 2011-12, permit revenues began to recover and BDS began slowly adding back staff in the most critical program areas. While the addition of 12 staff positions helped fill some of the largest gaps in bureau services, current staffing still is not sufficient to provide adequate services in all programs. Current bureau projections call for workload increases in FY 2012-13 and beyond, emphasizing the need to ensure that staff levels are matched to workload demands.

The 17.6 staff additions in this $2.1 million decision package will respond to the increase in projected workload for FY 2012-13 and will improve the bureau's response time and customer service. Contractors and developers will experience quicker response times in inspections and plan review which will positively impact their bottom line. Neighborhoods and residents will see improved response to their requests for service for zoning and compliance complaints. In addition the bureau will refocus on improving its skills to respond to its damage assessment responsibilities in case of emergency. Bureau revenues are projected to increase in FY 2012-13, providing sufficient funds for the 17.6 FTE in this package. These positions will be added only as revenues and/or workload are realized.

Enhanced Rental Inspection Program

In November 2008, City Council adopted recommendations from the Quality Rental Housing Workgroup on issues of substandard housing, lack of habitability, and environmental health hazards in Portland rental housing. Since 2009, BDS has been implementing a pilot Enhanced Rental Inspection Program in East Portland. This program identifies property owners who are chronically out of compliance with City housing maintenance codes and who are unwilling to make cited repairs

in a timely manner. This innovative rental inspection model focuses resources on additional inspections of rental units with potential violations. The program motivates landlords to provide and maintain safe and healthy rental housing, while offering protection to vulnerable tenants who might fear retaliation by eviction for reporting substandard housing conditions.

Since 2009, the enhanced rental inspection program has generated compelling results for fully utilizing and expanding the Enhanced Rental Inspection Program citywide. In FY 2010-11, 1,545 rental inspections occurred at 1,386 units in East Portland. A total of 3,541 violations were cited and corrected, including substandard living conditions such as fire dangers, mold, rodents, and pests. Such violations often develop when landlords neglect basic upkeep and maintenance. The Program effectively decreased tenant vulnerability and improved rental housing in East Portland.

Until FY 2011-12, the Portland Housing Bureau (PHB) had provided support for two Housing Inspector FTE through federal Community Development Block Grant funds. The positions implement a project in East Portland for enhanced complaint inspections, as recommended by the Quality Rental Housing Workgroup and approved by City Council in 2008. In FY 2011-12 the Block Grant funds were unavailable and the positions were supported through one-time General Fund revenues.

This package continues $164,796 in one-time General Fund support for two Housing Inspector FTE to implement the Enhanced Rental Inspection Program. The Enhanced Rental Inspection Program is part of the bureau's Enforcement Program, which helps create equitable housing options for Portlanders and is a basic service for the City's low-income and vulnerable renters. The continuation of the Enhanced Rental Inspection Program will help provide safe and healthy housing conditions for renters, and will result in 1,028 initial site inspections, 1,500 rental units being inspected, and up to 3,662 violations being cited. This decision package will continue increased services being offered to vulnerable renters in East Portland.

Improve Neighborhood Inspections Program

This package continues $247,194 in one-time General Fund revenue to support 3.0 Housing Inspector FTE in the bureau's Neighborhood Inspections Program. $198,000 of this amount will come from new revenues produced by the elimination of the tax exemption for property owners with nine or less residential rental units. Neighborhood Inspections helps protect the health, safety, and welfare of Portland citizens by preventing the deterioration of existing housing and contributing to vital neighborhoods. The program enforces minimum standards for maintenance of residential structures, regulates derelict buildings, and also addresses exterior maintenance issues for non-residential structures.

In FY 2011-12 BDS received one-time General Fund support for three additional Housing Inspector positions to address housing complaints throughout the city. Prior to budget cuts in 2009 and 2010, these positions had been in the bureau's budget. The additional positions allowed the bureau to respond to all housing complaints involving exterior maintenance issues on owner-occupied and non-residential properties (to prevent neighborhood deterioration), significantly increase responsiveness to fire/life/safety and health/sanitation issues for occupied residential rentals, and restore case management duties to facilitate more timely compliance for violations impacting the community at large.

This decision package will result in 828 initial site inspections and 834 dwelling unit inspections concerning property maintenance violations on rental, owner occupied, and non-residential buildings. The bureau will be able to resolve many more complaints and reduce the number of neglected properties that impact surrounding property values. The "broken window" theory suggests that this decision package will help address neighborhood livability by reducing crime, squatters, vagrants, and service calls to City public safety agencies for neglected properties that have become an attractive nuisance. BDS will be able to investigate owner-occupied and non-residential property maintenance violations. Response times for initial inspections will be shortened and re-inspections, referral assistance, and code hearings to facilitate timely compliance will increase.

Extremely Distressed Properties Enforcement Program (EDPEP)

In the fall 2011 Budget Monitoring Process, in response to chronic property maintenance violations at some properties in the city due to the prolonged recession and mortgage-related foreclosures, City Council approved one-time General Fund support to BDS for a Senior Housing Inspector position to implement EDPEP (Extremely Distressed Properties Enforcement Program).

EDPEP focuses on un-maintained properties (often caused by abandonment due to foreclosures) with chronic nuisance and housing conditions that create risks of fire, public health hazards, and encourage criminal activity such as trespass, vandalism, graffiti, drug use and sale, prostitution, and additional serious public safety threats. EDPEP enforces the City's Property Maintenance Regulations and uses the abatement, vacation, and demolition of property as a key tool. EDPEP provides a vital city service to relieve pressure on the Police Bureau and other City agencies. EDPEP also proactively monitors properties to ensure that conditions are maintained and pursues additional abatements to resolve any recurring conditions.

This package continues $96,402 in one-time General Fund support for this critical neighborhood livability program.

Citywide Tree Project

In support of the implementation of the Citywide Tree Project, in FY 2011-12 City Council approved one-time General Fund support for a Program Coordinator position in BDS. The position performs tasks that are critical to enabling BDS and the Parks Bureau to administer the new code, including process mapping; development of brochures, application forms, and training materials for internal and external customers; website design and content; development of a code amendment package; public outreach; and coordination with programmers on incorporating tree permitting and code requirements into the existing permit database system.

Phase I of the Citywide Tree Project commenced in July 2011, and phase II is scheduled to be implemented beginning in February 2013. As was recognized by City Council previously, a great deal of work remains to be done to prepare for the 2013 effective date. The continuation of $144,882 in one-time General Fund will support this position and help ensure a timely and smooth implementation of the new code.

OMF Interagency Adjustments

The Office of Management and Finance decreased their costs of providing services to BDS by $283,987. These savings were offset by reducing ongoing General Fund support for BDS. While this results in a net zero change to BDS's overall budget, only three BDS programs (Land Use Services, Noise Control, and Neighborhood Inspections) receive General Fund support, and they will bear the full weight of the reduction in that funding.

Capital Budget

Bureau Summary

CIP Highlights

The bureau is continuing its progress toward a new web-based system for the City's development review process. The Information Technology Advancement Project (ITAP) will greatly enhance the level of automation in development review while improving public access to information.

Major Issues

The bureau issued a Request for Proposal (RFP) for vendors in early February 2012, with vendor selection taking place by summer 2012. Cost estimates and project timelines are expected to be amended after the RFP process is complete. In the meantime, BDS is working internally and with other development bureaus to ensure that review processes are well-documented and streamlined in order to support efficient and effective ITAP implementation.

Changes from Prior Year

On November 10, 2010, City Council authorized BDS to proceed with an online plan review and permitting system that would provide much greater access to information and services for customers. The original plan included BDS working with the Office of Management and Finance and the City Attorney's Office to negotiate a contract with a pre-approved system vendor; write an intergovernmental agreement with the State of Oregon, and secure a line of credit to fund the project. However, during late FY 2010-11, BDS re-evaluated the project direction and it was decided that a Request for Proposal was the appropriate route. This, in turn, has extended the project timeline, as well as delayed the go-live date.

Strategic Direction

Council Goals and Priorities

The Bureau's Information Technology Advancement Project (ITAP) CIP will move the Bureau to an online review and permitting system. Customers and stakeholders will be able to perform much of their land use review, permitting, inspection, and research work online, including submitting applications, retrieving inspection results in real-time and being notified of plan review results electronically. After implementation, this CIP will save customer and stakeholder's time and money, and decrease 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. As a result, the bureau will achieve the goal of providing more responsive government services.

City Comprehensive Plan

This CIP will support the City's comprehensive plan goals and policies in the following ways:

- neighborhoods - providing development and compliance information online will support active neighborhood involvement by making information more easily accessible; and
- citizen involvement - providing development and compliance information online will support citizen involvement by making information more available.

Criteria

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

- analyzing the solutions available;
- discussing automation with the most advanced jurisdictions looking for advice;
- visiting jurisdictions to see how solutions are implemented and how those solutions may meet the needs of the City of Portland;
- analyzing the cost and time associated with implementation of the solutions available; and
- analyzing the sustainability of the solutions available for long term benefit.

Capital Planning and Budgeting

Capital Planning Process

The CIP is being constructed with the assistance of bureaus and stakeholders that currently use the TRACS permitting system. The project team is working on the RFP for selection of the vendor; developing a Project Plan, Risk Management Plan, and Change Management Plan which will be coordinated with the vendor's project plan to create an overall to guide for implementation. In addition, business process information is being gathered in preparation of the vendor's arrival to begin discussions on the needs for the new system.

The preparation of the CIP involved the following:

- Coordination with subject matter experts from BDS, BES, PBOT, BTS, Water Bureau, Fire Bureau, Parks Bureau, and BPS to document "existing" and "to be" business processes.
- Formation of the ITAP Project Managers team (BDS, BES, BTS, Fire Bureau, PBOT, Parks, and Water) which provides policy level review, decision-making, and problem resolution.
- Formation of the BDS ITAP Executive Stakeholders Group, which is comprised of the BDS Director, ITAP Project Manager, BDS Technology manager, and other BDS bureau managers. This group reviews the overall project progress, change management requests, QA/QC issues, and policy issues.
- Formation of a Citizen Advisory Committee which is comprised of approximately 8 members who represent a variety of interests (professions/ interests: architect, developer, engineer, permit/land use consultant, contractor, neighborhood representative, and trades). This Committee assists in identifying problems with current business processes; providing input on proposed work flow and processes for the new permit system; and providing input on the citizen web portal, application submittal, and suggestions for prioritization of work.
- Formation of RFP Evaluation Committee consisting of staff from BDS, BES, BTS, and PBOT, as well as a member of Development Review Advisory Committee (DRAC) and minority evaluators.
- Working with the Council appointed Citizen Technology Oversight Committee to review the project plan and progress.
- Updates to the DRAC on the project.

Financial Forecast Overview

Revenues for most of the bureau's programs are projected to increase moderately in FY 2012-13. Higher growth in revenues is projected in the next four years of the bureau's Five-Year Financial Plan. The BDS Finance Committee, an advisory committee composed of local economic and real estate experts, reviewed the bureau's Five-Year Financial Plan, contributed their advice and were satisfied with the outcome of the projections. Information Technology Advancement Project (ITAP) costs, as well as the associated ongoing maintenance and improvement expenses, are reflected in the five-year financial plan.

Asset Management and Replacement Plans

Maintenance costs associated with ITAP are still being developed, a more comprehensive plan will be available after selection of the application development vendor in the summer/fall of 2012. At that point, estimates for licensing and on-going vendor support will be negotiated and finalized. Equipment, such as servers and storage, are maintained by the Bureau of Technology Services and are paid through an interagency agreement. New equipment and additional storage may be required for the project. Maintenance costs for these items will be established at the time of purchase.

Capital Programs and Projects

Capital Program Description

In 2011, City Council approved BDS's proposal to move to an online review and permitting system. ITAP includes the replacement of the bureau's permitting and case tracking software (TRACS) and the digitization of historical permit and property information, making the records accessible online. Customers and stakeholders will be able to perform much of their land use review, permitting, inspection, and research work online, including submitting applications, retrieving inspection results in real-time, and being notified of issued checksheets electronically.

ITAP will improve the level of automation and public access to information at BDS, save customers and stakeholders time and money, and decrease customers' 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.

In early February 2012 an RFP was issued to vendors, with vendor selection taking place by summer 2012. ITAP implementation will likely start in fall 2012, with project "go live" in the winter of FY 2014-15. ITAP will be central to BDS's ability to provide services effectively and efficiently into the future.

Funding Sources

The project is anticipated to be funded by a combination of license and permit fee revenues and a line of credit. ITAP costs, reimbursement from the line of credit, and the repayment of the line of credit are reflected in the five-year financial plan. The line of credit is projected to be repaid by the end of FY 2015-16. Cost estimates, project timelines, and funding sources are expected to be amended after the RFP process is complete.

Major Projects

BDS's FY 2012-13 capital improvement plan includes one project: the Information Technology Advancement Project (ITAP).

Net Operating and Maintenance Costs

BDS estimates total additional maintenance and improvement costs for the new web-based system for the City's development review process at roughly $120,000 to $150,000 per year. However, all estimates are subject to change after the RFP process is complete.

Budget Notes

Performance Metrics for New Positions

The Bureau of Development Services is directed to provide the Office of Management and Finance, Financial Planning Division with updated performance measure information that links directly to the newly approved 17.6 FTE, in the FY 2012-13 Spring Budget Monitoring Process. This data should be compared against the figures provided during budget development. All variances in performance should be explained.

Information Technology Advancement Project

The Bureau of Development Services is directed to work with the Office of Management and Finance (OMF) to develop internal and external project monitoring controls for the Information Technology Advancement Project. The bureau and OMF should consider industry best practice when creating the controls, including looking at decision points and the development of formal project related plans and processes. Recommendations should be presented to Council in the Fall BMP.

Administration and Support

Description

The Administration Program provides overall direction to the bureau in order to meet program objectives. This program's budget includes the Office of the Director, communications, customer service, budget, emergency management, finance, human resources, training, information technology, loss control/risk management, general reception, and office management.

Goals

The Administration Program supports the Citywide goal to protect and enhance the natural and built environment.

Changes to Services and Activities

Information Technology Advancement Project

In 2011, City Council approved BDS's proposal to move to an online review and permitting system. The Information Technology Advancement Project (ITAP) includes the replacement of the bureau's permitting and case tracking software (TRACS) and the digitization of historical permit and property information, making the records accessible online free of charge. Customers and stakeholders will be able to perform much of their land use review, permitting, inspection, and research work online, including submitting applications, retrieving inspection results in real-time, and being notified of issued checksheets electronically.

ITAP will improve the level of automation and public access to information at BDS, save customers and stakeholders time and money, and decrease 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.

In early February 2012 a Request for Proposal (RFP) was issued to vendors, and vendor selection should be completed by summer 2012. ITAP implementation will likely start in fall 2012, with project "go live" beginning at the end of 2014. ITAP will be central to BDS's ability to provide services effectively and efficiently into the future.

Talent Development

Approximately 48% of BDS employees will be eligible to retire within the next 5 years. Unfortunately, due to the staff cuts in the last few years, BDS has had to dramatically reduce its resources devoted to training and workforce development.

In order to prepare effectively for the future, BDS will focus attention in FY 2012-13 and beyond on developing future leaders by planning for succession to management, leadership, and technical positions, upgrading the skills of current employees, and re-affirming the bureau's commitment to diversity. Additional Administrative Services staff support will be needed to accomplish these goals.

Code Guides

The bureau will resume its work on providing documentation of code interpretations to both the development industry and employees. The City's Development Review Advisory Committee pointed out that this service needed to be reinstated. New and updated Program Guides, Code Guides and City and State Code will increase the efficiency and effectiveness of customers and staff alike, because policies and code interpretations will be more clearly defined.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	35.83	28.00	33.73	33.75	33.75
Expenditures					
Administration & Support	6,135,463	6,618,141	9,386,086	10,750,386	10,750,386
Total Expenditures	**6,135,463**	**6,618,141**	**9,386,086**	**10,750,386**	**10,750,386**

Commercial Inspections

Description

The Commercial Inspections Program performs state-mandated construction inspections (structural, electrical, plumbing, mechanical) on industrial, commercial, and multi-family construction projects in Portland and the urban services area of Multnomah County. The program also provides plan review services for commercial plumbing and electrical permits, and a full range of permitting and inspections services in the Facility Permit Program (FPP).

The services provided under the Commercial Inspections Program ensure compliance with the State's structural, mechanical, plumbing, and electrical codes, as well as the City's Sign, Planning, Zoning, and Site Development codes. The Commercial Inspections Program resides in the bureau's Inspections Division, which also includes Combination Inspections and the Enforcement Program.

Goals

The Commercial Inspections Program supports the Citywide goal to protect and enhance the natural and built environment. The Commercial Inspections Program also works together with both the Portland Fire Bureau and County Health Division to provide a safe and healthy work and living environment.

Performance

The number of commercial inspections is projected to decrease from 47,076 in FY 2010-11 to 43,000 in FY 2011-12, then rise to 48,000 in FY 2012-13. Commercial inspectors currently average 16 inspections per day, consistent with FY 2010-11. This number is projected to remain constant in FY 2012-13. The percentage of inspections made within 24 hours of request was 92% in FY 2010-11. It is projected to increase to 98% in FY 2011-12 and drop back to 90% in FY 2012-13 as the number of inspections rises.

Changes to Services and Activities

Inspection Limitation

In order to improve efficiency and more fully recover the costs of permit inspections, inspection limitation procedures will be implemented in FY 2012-13. Each permit will include a specified number of inspections, based on the type of work being done and/or the permit valuation. Each inspection requested beyond the indicated number will be charged the bureau's approved inspection fee. This approach will provide incentive for permit holders to bundle inspections together and to avoid unnecessary inspection requests that increase BDS's costs.

Staff Training and Outreach

Staff training and participation in outreach events was sharply curtailed with the significant staff and budget cuts in 2009 and 2010. With improved revenues and staff additions, the bureau will increase the frequency of opportunities for training (particularly in-house training) and participation in outreach events for all inspections staff. In particular, all certified inspection staff need ongoing training for code changes and code interpretation in order to maintain their certifications. Increased participation in these activities will increase staff effectiveness, improve community education and awareness, and strengthen BDS's relationships with stakeholders and the larger community.

Section Manager Ride-Alongs

The Inspections Division will resume section manager ride-alongs with inspectors in FY 2012-13. Ride-alongs provide an opportunity for closer observation of inspectors' work and give inspectors an opportunity to consult directly with a section manager on issues as they arise in the field. Ride-alongs can improve communication and understanding between inspectors and section managers and help section managers give more specific input and training.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	48.81	27.00	30.01	31.01	31.01
Expenditures					
Commercial Inspections	3,632,442	3,271,923	3,697,699	3,683,529	3,683,529
Total Expenditures	**3,632,442**	**3,271,923**	**3,697,699**	**3,683,529**	**3,683,529**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Effectiveness					
Number of inspections per day, per inspector	17.01	15.84	16.00	16.00	16.00
Percent of inspections made within 24 hours of request	98%	92%	98%	90%	95%
Workload					
Commercial inspections	51,080	47,076	43,000	48,000	52,000

Site Development

Description

The Site Development Program includes plan review for geo-technical, flood plain, grading, private street, and site preparation issues, as well as erosion control requirements on private property. Staff reviews all applicable land use cases, identifying any land suitability issues and conditions. Field staff performs all related inspections, including those required by the Trees and Landscaping requirements for Titles 10 and 33 and all required erosion control measures.

The Environmental Soils subprogram works with property owners who have subsurface sanitary systems in need of repair, replacement, or decommissioning as the City provides public sanitary systems for their use. The City Sanitarian is located in this subprogram.

Goals

The Site Development program supports the Citywide goal to protect and enhance the natural and built environment.

Performance

The number of working days from site development plan submittal to the first review is projected to improve from 12.75 days in FY 2010-11 to 11.5 days in FY 2011-12 and to 8.1 days in FY 2012-13. The number of site development plan reviews performed is projected to increase from 1,239 in FY 2010-11 to 1,500 in FY 2011-12 and FY 2012-13, while the number of Site Development permit inspections performed is projected to decrease from 291 in FY 2010-11 to 247 in FY 2011-12 and further to 210 in FY 2012-13.

Changes to Services and Activities

Staff Alignment with Program Needs

The Site Development Program has undergone significant changes in workload and staffing over the last several years due in large part to economic conditions. Several program components, including party sewers, onsite stormwater, and erosion control inspections have been transferred or consolidated into other divisions or bureaus. Additionally, the decline in residential development has resulted in fewer site development permits for new subdivision and private street developments. The workload is now more heavily weighted toward land use and permit review for geotechnical, steep slope and floodplain issues.

To better align staff skills with the changing workload in FY 2012-13, a civil engineer position was reclassified to a geotechnical engineer position in the second half of FY 2011-12. This change is expected to improve land use and permit review timelines. The Site Development Program will also move toward assigning a single staff person to the land use review, permit review, and inspection phases of a project to improve overall continuity and gain efficiency.

Participation in Digitization Project

In FY 2011-12, the Environmental Soils subprogram initiated participation in the first phase of the BDS Digitization Project to transition to digital archiving of documents. Participation in the program will continue into FY 2012-13.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	27.43	8.00	5.05	6.05	6.05
Expenditures					
Site Development	2,007,469	1,273,122	654,282	773,157	773,157
Total Expenditures	**2,007,469**	**1,273,122**	**654,282**	**773,157**	**773,157**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Effectiveness					
Average number of working days to first review	18.70	12.75	11.50	8.10	8.10
Workload					
Site development plan reviews	1,015	1,239	1,500	1,500	1,500
Site Development Permit Inspections	497	291	247	210	210
Site Development Land Use Cases Reviews	635	545	609	609	609
Sanitation Permits & Evaluations Issued	334	387	367	367	367

Compliance Services

Description

The Compliance Services Program is composed of three code compliance work groups: Zoning, Construction, and Noise Code enforcement. These three work groups primarily respond to constituent complaints, investigate potential violations, and work with property owners, businesses, and tenants to resolve compliance issues at the lowest level possible.

The Compliance Services and Neighborhood Inspections programs together comprise the bureau's Enforcement Program. The combined section includes Zoning Compliance, Noise Control, Work without Permit, Dangerous Buildings, Signs & A-Boards, Nuisance, Housing, Derelict Buildings, Exterior Maintenance Requirements on non-Residential Structures, and Chapter 13/Systematic Inspections. For budgeting purposes, the Neighborhood Inspections Program is still shown as a separate program.

Goals

Compliance Services supports the Citywide goal to protect and enhance the natural and built environment.

Performance

The bureau projects there will be 3,250 zoning, construction, and noise code violation cases in FY 2012-13. This is a slight increase from previous years. The number of properties to be assessed code enforcement fees is projected to increase from 206 in FY 2010-11 to 250 in FY 2011-12 and FY 2012-13.

Changes to Services and Activities

Staff Training and Outreach

Staff training and participation in outreach events was sharply curtailed with the significant staff and budget cuts in 2009 and 2010. With improved revenues and staff additions, the bureau will increase the frequency of opportunities for training (particularly in-house training) and participation in outreach events for all inspections staff. In particular, all certified inspection staff need ongoing training for code changes and code interpretation in order to maintain their certifications. Increased participation in these activities will increase staff effectiveness, improve community education and awareness, and strengthen BDS's relationships with stakeholders and the larger community.

Section Manager Ride-Alongs

The Inspections Division will resume section manager ride-alongs with inspectors in FY 2012-13. Ride-alongs provide an opportunity for closer observation of inspectors' work and give inspectors an opportunity to consult directly with a section manager on issues as they arise in the field. Ride-alongs can improve communication and understanding between inspectors and section managers and help section managers give more specific input and training.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	0.03	1.00	7.34	9.12	9.34
Expenditures					
Compliance Services	0	14,444	815,439	1,047,808	1,065,256
Total Expenditures	**0**	**14,444**	**815,439**	**1,047,808**	**1,065,256**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Workload					
Enforcement cases prepared and presented to code hearings officer	2	2	6	6	6
Zoning code violation statistics (cases, inspections, and letters)	3,041	2,501	3,250	3,250	3,250
Home occupation permits	142	132	100	100	100
Number of properties assessed code enforcement fees	181	206	250	250	250
Noise violation inspections	249	111	300	300	300
Noise variances processed	491	485	560	560	560
Noise code violation cases	747	607	700	800	800

Development Services

Description

The Development Services Program manages the flow of the public permitting process from early assistance to maintaining the records for completed projects. Trade Permit staff reviewed and issued nearly 35,000 plumbing, electrical, mechanical, and sign permits in FY 2009-10. Permitting Services staff performed intakes for 7,400 building permit applications in FY 2009-10, while assigning reviewers, tracking reviews, and issuing permits. Process Managers guide customers with large and complex projects through the permitting process; higher-level assistance for complex projects can be provided through the Major Projects Group.

Goals

The Development Services Program supports the Citywide goal to protect and enhance the natural and built environment.

Performance

The percentage of building permits issued over-the-counter (on the same day as permit intake) is projected to remain constant at 60% from FY 2010-11 through FY 2012-13. Total building permits issued (commercial and residential combined) is projected to increase from 7,490 in FY 2010-11 to 7,800 in FY 2011-12 and FY 2012-13. In FY 2010-11, 71% of pre-issuance checks of permits were processed within two days; that number is projected to increase to 75% in FY 2011-12 and FY 2012-13.

Changes to Services and Activities

Online Fee Estimator

BDS is currently implementing a new "public portal" to the existing permitting system. This online access opens the door to rolling out an Online Fee Estimator. This tool will allow customers to enter information about their project and then receive an estimate of City development fees and charges, including Systems Development Charges. Implementation is anticipated by summer 2012.

Digitization of Permit Records

BDS anticipates transitioning from creating and storing microfiche records of issued permits and required documents to creating and storing those documents electronically. Expected results include significant efficiency gains in the records retrieval process (for staff and the public), lower expenditures for the creation and retrieval of records, and greater durability of the records themselves.

Increased Hours for Permit Intake/Review

Currently, the Development Services Center (DSC) is open for permit intake/review services Tuesday - Friday from 8:00 a.m. - 12:00 p.m. With the approval of the staff additions requested in this budget, the bureau anticipates being able to offer these services one full day per week. Implementation of this change would occur as sufficient staff are hired.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	0.00	0.00	17.67	19.67	19.67
Expenditures					
Development Services	223,090	534,825	3,389,703	3,049,447	3,049,447
Total Expenditures	**223,090**	**534,825**	**3,389,703**	**3,049,447**	**3,049,447**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Efficiency					
Percent of building permits issued over the counter the same day as intake	60%	61%	60%	61%	65%
Pre-issuance checks completed within two working days of last review approval	71.0%	71.0%	75.0%	75.0%	80.0%
Workload					
Building permits - commercial	2,967	3,060	3,500	3,500	3,700
Building permits - residential	4,443	4,430	4,300	4,300	4,700
Total building permits (commercial and residential)	7,410	7,490	7,800	7,800	8,400
Electrical permits	14,341	14,283	14,000	14,000	14,500
Mechanical permits	9,929	10,164	9,600	9,600	10,000
Plumbing permits	9,634	8,984	8,800	8,800	9,200
Sign permits	807	795	700	700	700

Combination Inspections

Description

The Combination Inspections Program ensures that new and remodeled one and two family residences meet building safety codes and requirements. In this program, the goal is for all inspectors to obtain State of Oregon certification in all four specialties: structural, mechanical, plumbing, and electrical. This approach saves contractors time and money in scheduling inspections and allows the City to perform more inspections with fewer staff. Cost savings have been realized through this program, and other jurisdictions have recognized the quality of Portland's training program and are using it as a model. The Combination Inspections Program resides in the bureau's Inspections Division, which also includes Commercial Inspections, the Enforcement Program, and the Facility Permit Program.

Goals

Combination Inspections supports the Citywide goal to protect and enhance the natural and built environment.

Performance

Historically, the percentage of inspections made within 24 hours of request has been from 96-99%. In FY 2009-10 the percentage fell to 78% due to staffing reductions, declining revenues, and a workload that did not decrease proportionally. The percentage increased slightly to 80% in FY 2010-11, is projected to increase to 85% in FY 2011-12 and to 90% in FY 2012-13. About 77,000 inspections were performed in FY 2010-11; this number is projected to decrease to 72,000 in FY 2011-12 and FY 2012-13. The average number of inspections per inspector per day is projected to decrease from 24.5 in FY 2010-11 to 22 in FY 2011-12 and FY 2012-13.

Changes to Services and Activities

Inspection Limitation

In order to improve efficiency and more fully recover the costs of permit inspections, inspection limitation procedures will be implemented in FY 2012-13. Each permit will include a specified number of inspections, based on the type of work being done and/or the permit valuation. Each inspection requested beyond the indicated number will be charged the bureau's approved inspection fee. This approach will provide incentive for permit holders to bundle inspections together and to avoid unnecessary inspection requests that increase BDS's costs.

Staff Training and Outreach

Staff training and participation in outreach events was sharply curtailed with the significant staff and budget cuts in 2009 and 2010. With improved revenues and staff additions, the bureau will increase the frequency of opportunities for training (particularly in-house training) and participation in outreach events for all inspections staff. In particular, all certified inspection staff need ongoing training for code changes and code interpretation in order to maintain their certifications. Increased participation in these activities will increase staff effectiveness, improve community education and awareness, and strengthen BDS's relationships with stakeholders and the larger community.

Section Manager Ride-Alongs

The Inspections Division will resume section manager ride-alongs with inspectors in FY 2012-13. Ride-alongs provide an opportunity for closer observation of inspectors' work and give inspectors an opportunity to consult directly with a section manager on issues as they arise in the field. Ride-alongs can improve communication and understanding between inspectors and section managers and help section managers give more specific input and training.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	35.55	23.00	23.55	25.55	25.55
Expenditures					
Combination Inspections	2,811,121	2,500,208	2,886,643	3,117,438	3,117,438
Total Expenditures	**2,811,121**	**2,500,208**	**2,886,643**	**3,117,438**	**3,117,438**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Effectiveness					
Number of inspections per day, per inspector	22.43	24.52	22.00	22.00	22.00
Percent of inspections made within 24 hours of request	78.3%	80.0%	85.0%	90.0%	95.0%
Efficiency					
Number of inspection trips reduced due to multi-certified inspectors	16,895	16,145	20,700	16,000	16,000
Workload					
Residential inspections	79,931	77,018	72,000	72,000	76,000

Land Use Services

Description

The Land Use Services Program (LUS) is responsible for implementing the goals and policies of the City's Comprehensive Plan, including neighborhood and community plans. This is accomplished through administration of the Portland Zoning Code (Title 33 of the City Code) which includes the City's Land Division Code, Metro's Functional Plan, the Oregon State Transportation Planning Rule, and Oregon State Land Use Goals. LUS reviews development proposals for compliance with the Zoning Code (as part of the building permit process); provides public information regarding zoning regulations; performs discretionary reviews of development proposals (the land use review process); and supports legally-mandated record-keeping and public notices.

Goals

LUS supports the Citywide goal to protect and enhance the natural and built environment.

Performance

The number of land use reviews and final plats is projected to decrease from 560 in FY 2010-11 to 520 in FY 2011-12 and FY 2012-13. The number of zoning plan checks is projected to increase from 4,286 in FY 2010-11 to 4,400 in FY 2011-12 and FY 2012-13.

Changes to Services and Activities

Streamline Public Notices

As required by State law and the Zoning Code, LUS sends notices to property owners near a site where a land use review is taking place. Currently, staff goes beyond the minimum notice requirements by providing detailed additional information to help property owners more fully understand what development is being proposed. In light of the proposed General Fund cut packages, LUS will reduce printing and mailing costs by forgoing the additional information in the notices and sending only what is required by law.

Tree Code

LUS staff will continue coordinating with staff from Urban Forestry and the Bureau of Environmental Services to prepare for Phase II of the Citywide Tree Project, including process mapping, making changes to TRACS (permitting system), the creation of a new Tree Website, new application and appeals forms and brochures, and outreach and education. Phase II is scheduled to begin implementation in February 2013.

Involvement with the Bureau of Planning and Sustainability (BPS)

In FY 2012-13 LUS staff will be working with staff from BPS on several long-range planning projects, including the City's updated Comprehensive Plan, the Urban Food Code, the Barbur Concept Plan, the SE 122nd Ave Rezoning Project, and the West Hayden Island Plan. This coordination between the two bureaus can streamline the planning process and improve project implementation.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	72.97	29.70	33.22	37.27	37.27
Expenditures					
Land Use Services	4,436,537	2,994,831	3,346,819	3,849,772	3,875,056
Total Expenditures	**4,436,537**	**2,994,831**	**3,346,819**	**3,849,772**	**3,875,056**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Workload					
Land Use Review and Final Plat Applications	587	560	520	520	520
Zoning plan checks processed or in process	3,814	4,286	4,400	4,400	4,400

Neighborhood Inspections

Description

The Neighborhood Inspections Program protects the health, safety, and welfare of Portland residents, prevents deterioration of existing housing, and contributes to neighborhood livability by enforcing minimum standards for residential structures and exterior maintenance requirements on non-residential properties, outdoor areas, and adjacent rights-of-way.

The Compliance Services and Neighborhood Inspections programs together comprise the bureau's Enforcement Program. The combined section includes Zoning Compliance, Noise Control, Work without Permit, Dangerous Buildings, Signs & A-Boards, Nuisance, Housing, Derelict Buildings, and Chapter 13/ Systematic Inspections. For budgeting purposes, Neighborhood Inspections is still shown as a separate program.

Goals

The Neighborhood Inspections Program supports the Citywide goals to protect and enhance the natural and built environment and to maintain and improve neighborhood livability.

Performance

The number of housing case intakes is projected to increase from 1,323 in FY 2010-11 to 1,400 in FY 2011-12 and FY 2012-13. The number of nuisance case intakes is projected to increase from 4,400 in FY 2010-11 to 4,500 in FY 2011-12 and FY 2012-13.

Changes to Services and Activities

Staff Training and Outreach

Staff training and participation in outreach events was sharply curtailed with the significant staff and budget cuts in 2009 and 2010. With improved revenues and staff additions, the bureau will increase the frequency of opportunities for training (particularly in-house training) and participation in outreach events for all inspections staff. In particular, all certified inspection staff need ongoing training for code changes and code interpretation in order to maintain their certifications. Increased participation in these activities will increase staff effectiveness, improve community education and awareness, and strengthen BDS's relationships with stakeholders and the larger community.

Section Manager Ride-Alongs

The Inspections Division will resume section manager ride-alongs with inspectors in FY 2012-13. Ride-alongs provide an opportunity for closer observation of inspectors' work and give inspectors an opportunity to consult directly with a section manager on issues as they arise in the field. Ride-alongs can improve communication and understanding between inspectors and section managers and help section managers give more specific input and training.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	18.80	12.00	13.68	14.10	14.10
Expenditures					
Neighborhood Inspections	1,110,845	942,388	2,098,884	1,493,189	1,475,741
Total Expenditures	**1,110,845**	**942,388**	**2,098,884**	**1,493,189**	**1,475,741**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Effectiveness					
Number of housing units brought up to code as a result of Neighborhood Inspection Division efforts (incudes enchanced inspection pilot beginning in 2010-11)	1,100	1,249	1,610	933	1,310
Number of properties cleaned up	3,602	2,904	2,400	2,400	2,400
Code Enforcement fee waivers granted	192	159	170	100	170
Workload					
Nuisance inspections	7,025	5,210	11,390	11,390	11,390
Housing/derelict buildings inspections	4,305	2,857	3,800	2,200	3,800
Housing intakes	1,241	1,323	1,400	1,400	1,400
Nuisance intakes	4,625	4,400	4,500	4,500	4,500
Code Enforcement fee waiver requests	202	159	170	170	170
Number of Housing Units Inspected (includes enhanced inspection pilot beginning in 2010-11)	2,483	2,398	3,078	1,280	3,078

Plan Review

Description

The Plan Review Program processes and approves building and mechanical permits for residential and commercial structures. Plans Examiners review building projects and provide general information on life safety, energy conservation, accessibility, and related building requirements. They help permit applicants understand building codes and the review process in order to successfully obtain permits for their projects. Staff in the Engineering Plan Review Section reviews structural and mechanical plans to determine compliance with engineering requirements of the Oregon Structural and Mechanical Specialty Code. These reviews are required for any projects that have engineering components.

Goals

The Plan Review Program supports the Citywide goal to protect and enhance the natural and built environment.

Performance

Building plan review is performed by staff from BDS and as many as five other City bureaus, each impacted by the recession. The bureau projects that in FY 2011-12 and FY 2012-13, the City as a whole will meet its plan review turnaround goals for 85% of residential plans (down from 87% in FY 2010-11) and 70% of commercial plans (down from 74% in FY 2010-11).

Changes to Services and Activities

Revision to Minor Dormer code guide

New lateral resistance (e.g. earthquake) requirements have been adopted, and therefore it is important the bureau rewrite the Minor Dormer Code Guide. The updated code guide will provide much-needed assistance to customers and guidance to staff so that these codes are implemented consistently.

Prefabricated Metal Buildings

In order to streamline the submittal process and clarify submittal requirements for customers, BDS will create program guidelines for Prefabricated Metal Buildings. Metal building packages appear to be an economical choice for some customers. Providing earlier assistance with submittal options and requirements will make the review process and timelines more predictable.

Intake Process and Assignment of Structural Review

In order to streamline the plan review process, staff will examine the decision process that determines whether plans are assigned to life safety plans examiners or structural engineers for review. Assigning more typical construction plans to plans examiners should simplify the review process and provide faster turn-around times for certain types of plans.

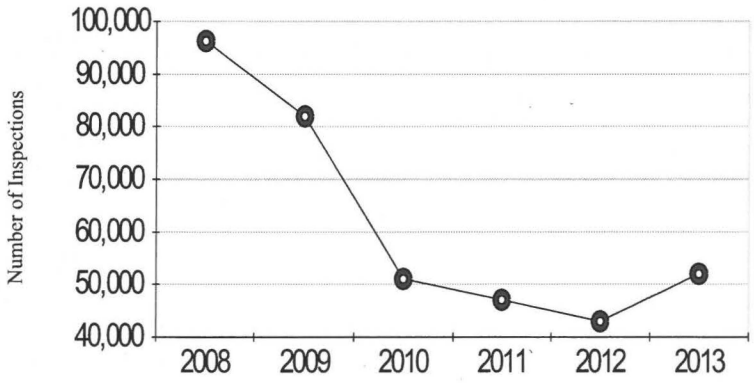
FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	64.52	34.00	18.28	20.78	21.78
Expenditures					
Plan Review	5,676,115	4,287,038	2,401,298	2,556,954	2,690,094
Total Expenditures	**5,676,115**	**4,287,038**	**2,401,298**	**2,556,954**	**2,690,094**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Effectiveness					
Percent of residential plans reviewed by all bureaus within scheduled end dates	88%	87%	85%	85%	87%
Percent of commercial plans reviewed by all bureaus within scheduled end dates	82%	74%	70%	70%	70%

Performance Measures

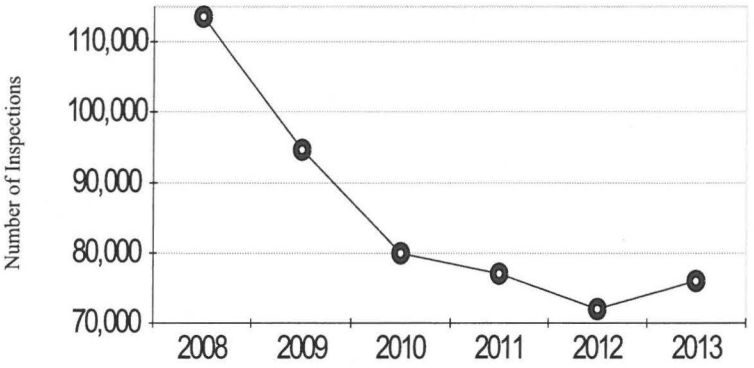
Commercial Inspections

The number of commercial inspections is projected to increase in FY 2012-13, reflecting a gradual recovery in local construction activity.



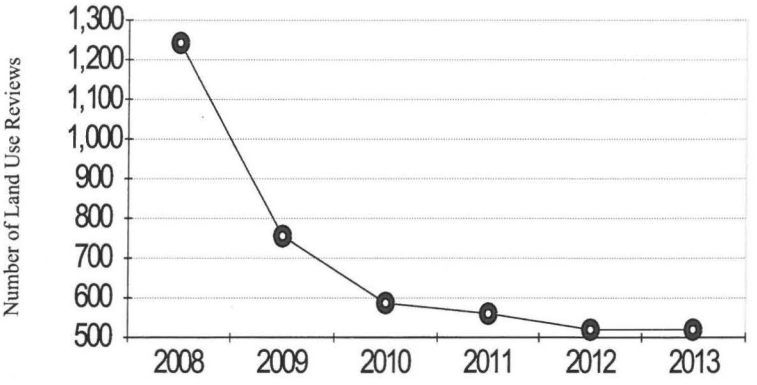
Residential Inspections

Residential inspections are expected to increase slightly in FY 2012-13 after dropping through FY 2011-12.



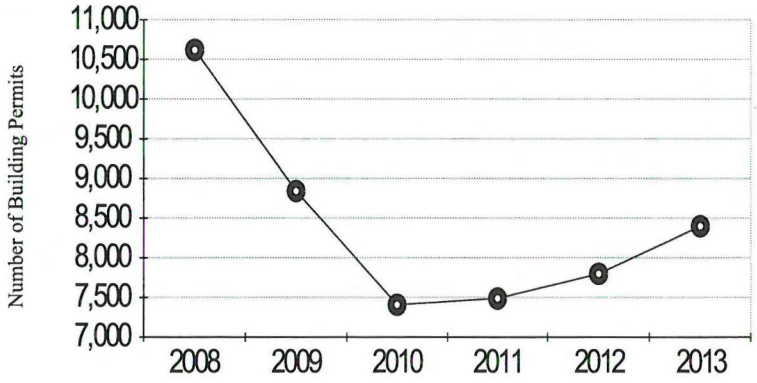
Land Use Review and Final Plat Applications

The number of land use applications decreased through FY 2011-12 but is expected to stabilize in FY 2012-13.



Total Commerical & Residential Building Permits

The number of building permits is expected to increase in FY 2012-13, reflecting a gradual recovery in local construction activity.



	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
Resources					
External Revenues					
Licenses & Permits	15,739,373	16,275,532	18,410,488	19,748,569	19,748,569
Charges for Services	6,008,843	6,008,539	6,632,427	7,256,665	7,256,665
Intergovernmental	0	4,049	93,000	0	0
Bond & Note	1,500,000	1,500,000	2,602,149	3,026,079	3,026,079
Miscellaneous	1,968,761	1,896,427	2,030,729	1,707,875	1,707,875
Total External Revenues	**25,216,977**	**25,684,547**	**29,768,793**	**31,739,188**	**31,739,188**
Internal Revenues					
Fund Transfers - Revenue	1,928,117	1,907,356	3,031,800	2,335,528	2,335,528
Interagency Revenue	895,627	1,069,435	883,283	963,577	963,577
Total Internal Revenues	**2,823,744**	**2,976,791**	**3,915,083**	**3,299,105**	**3,299,105**
Beginning Fund Balance	2,896,743	2,012,806	515,338	6,144,097	6,144,097
Total Resources	**$30,937,464**	**$30,674,144**	**$34,199,214**	**$41,182,390**	**$41,182,390**
Requirements					
Bureau Expenditures					
Personnel Services	18,467,660	15,727,572	19,236,653	20,680,211	20,856,083
External Materials and Services	1,262,800	639,175	2,509,387	3,208,274	3,190,826
Internal Materials and Services	6,302,622	6,062,673	6,860,813	6,368,195	6,368,195
Capital Outlay	0	7,500	70,000	65,000	65,000
Total Bureau Expenditures	**26,033,082**	**22,436,920**	**28,676,853**	**30,321,680**	**30,480,104**
Fund Expenditures					
Debt Service	627,062	2,182,106	2,285,372	887,336	887,336
Contingency	0	0	1,064,017	5,695,596	5,537,172
Fund Transfers - Expense	2,264,514	2,357,482	2,172,972	835,401	835,401
Total Fund Expenditures	**2,891,576**	**4,539,588**	**5,522,361**	**7,418,333**	**7,259,909**
Ending Fund Balance	2,012,806	3,697,636	0	3,442,377	3,442,377
Total Requirements	**$30,937,464**	**$30,674,144**	**$34,199,214**	**$41,182,390**	**$41,182,390**
Programs					
Administration & Support	6,135,463	6,618,141	9,386,086	10,750,386	10,750,386
Combination Inspections	2,811,121	2,500,208	2,886,643	3,117,438	3,117,438
Commercial Inspections	3,632,442	3,271,923	3,697,699	3,683,529	3,683,529
Compliance Services	0	14,444	815,439	1,047,808	1,065,256
Development Services	223,090	534,825	3,389,703	3,049,447	3,049,447
Land Use Services	4,436,537	2,994,831	3,346,819	3,849,772	3,875,056
Neighborhood Inspections	1,110,845	942,388	2,098,884	1,493,189	1,475,741
Plan Review	5,676,115	4,287,038	2,401,298	2,556,954	2,690,094
Site Development	2,007,469	1,273,122	654,282	773,157	773,157
Total Programs	**26,033,082**	**$22,436,920**	**$28,676,853**	**$30,321,680**	**$30,480,104**

This table summarizes project expenses by capital programs.

Bureau Capital Program / Project	Prior Years	Revised FY 2011-12	Adopted FY 2012-13	Capital Plan FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	5-Year Total
Special Projects								
Information Technology Advancement Project	0	0	3,680,172	1,970,360	695,020	0	0	6,345,552
Total Special Projects	**0**	**0**	**3,680,172**	**1,970,360**	**695,020**	**0**	**0**	**6,345,552**
Total Requirements	**0**	**0**	**3,680,172**	**1,970,360**	**695,020**	**0**	**0**	**6,345,552**

Class	Title	Salary Range Minimum	Salary Range Maximum	Revised FY 2011-12 No.	Revised FY 2011-12 Amount	Proposed FY 2012-13 No.	Proposed FY 2012-13 Amount	Adopted FY 2012-13 No.	Adopted FY 2012-13 Amount
30000062	Accountant I	38,064	53,123	1.00	53,124	1.00	53,124	1.00	53,124
30000434	Administrative Assistant	45,074	69,451	1.00	72,924	1.00	72,924	1.00	72,924
30000433	Administrative Specialist, Sr	41,974	64,626	4.00	249,264	4.00	253,844	4.00	253,844
30000173	Building Inspector II	62,546	72,363	3.00	207,264	4.00	279,624	4.00	279,624
30000174	Building Inspector, Sr	70,221	81,245	11.00	882,624	11.00	893,640	11.00	893,640
30000442	Business Operations Manager, Sr	93,288	130,291	1.00	130,296	1.00	130,296	1.00	130,296
30000448	Business Systems Analyst	57,450	76,586	2.00	153,168	3.00	229,752	3.00	229,752
30000447	Business Systems Analyst, Assistant	45,074	69,451	1.00	64,889	1.00	67,498	1.00	67,498
30000449	Business Systems Analyst, Sr	63,378	84,635	1.00	84,636	1.00	84,636	1.00	84,636
30000184	Code Specialist II	42,328	54,413	4.00	205,548	4.78	247,992	5.00	259,956
30000186	Code Specialist III	45,635	58,074	1.00	58,080	1.00	58,080	1.00	58,080
30000170	Combination Inspector	66,706	77,251	15.00	1,158,840	16.00	1,256,484	16.00	1,256,484
30000492	Community Outreach & Informtn Rep	54,725	72,925	1.00	72,924	1.00	72,924	1.00	72,924
30000426	Development Services Director	115,398	165,381	1.00	165,384	1.00	165,384	1.00	165,384
30000335	Development Services Project Coord	61,568	78,645	3.00	218,868	4.00	300,612	4.00	300,612
30000332	Development Services Technician I	37,835	50,690	3.00	152,064	2.00	101,376	2.00	101,376
30000333	Development Services Technician II	50,690	64,667	12.00	692,730	13.00	770,674	14.00	835,342
30000334	Development Services Technician III	61,568	78,645	2.00	142,560	2.00	147,135	2.00	147,135
30000836	Development Supervisor II	69,826	93,829	1.00	93,828	1.00	93,828	1.00	93,828
30000168	Electrical Inspector	62,546	72,363	5.00	361,800	5.00	361,800	5.00	361,800
30000169	Electrical Inspector, Sr	70,221	81,245	5.00	406,200	5.00	406,200	5.00	406,200
30000680	Engineer, Sr	81,182	108,243	1.00	107,898	1.00	108,240	1.00	108,240
30000681	Engineer, Supervising	87,277	116,355	1.00	114,504	1.00	115,582	1.00	115,582
30000367	Engineer-Geotechnical	80,954	98,384	2.00	196,776	2.00	196,776	2.00	196,776
30000368	Engineer-Mechanical	80,954	98,384	1.00	95,252	1.00	98,388	1.00	98,388
30000369	Engineer-Structural	80,954	98,384	4.00	384,396	4.00	387,364	5.00	485,752
30000325	Engineering Technician II	50,690	64,667	0.00	0	1.00	64,668	1.00	64,668
30000567	Financial Analyst	57,450	76,586	1.00	76,584	1.00	76,584	1.00	76,584
30000569	Financial Analyst, Principal	75,109	100,048	1.00	98,966	1.00	100,044	1.00	100,044
30000171	Housing Inspector	44,949	56,867	6.00	323,736	2.00	98,464	2.00	98,464
30000172	Housing Inspector, Sr	59,010	68,307	1.00	68,304	1.00	68,304	1.00	68,304
30000736	Inspection Manager	86,840	117,686	2.00	235,368	2.00	235,368	2.00	235,368
30000735	Inspection Supervisor	75,109	100,048	3.00	300,132	3.00	300,132	3.00	300,132
30000451	Management Analyst	57,450	76,586	1.00	72,288	3.00	228,222	3.00	228,222
30000453	Management Analyst, Principal	75,109	100,048	0.00	0	1.00	100,044	1.00	100,044
30000452	Management Analyst, Sr	63,378	84,635	2.00	169,272	2.00	169,272	2.00	169,272
30000450	Management Assistant	45,074	69,451	1.00	67,272	1.00	68,728	1.00	68,728
30000737	Noise Control Officer	60,341	80,475	1.00	80,472	1.00	80,472	1.00	80,472
30000012	Office Support Specialist II	31,512	43,950	5.00	219,780	6.00	263,736	5.00	219,780
30000013	Office Support Specialist III	40,310	51,896	6.00	311,400	6.00	311,400	6.00	311,400
30000014	Office Support Specialist, Lead	40,310	51,896	1.00	51,900	1.00	51,900	1.00	51,900
30000730	Plan Review Supervisor	75,109	100,048	1.00	100,044	1.00	100,044	1.00	100,044
30000377	Planner I, City-Land Use	53,893	62,171	1.00	62,172	3.00	186,516	3.00	186,516
30000381	Planner I, City-Urban Design	53,893	62,171	0.00	0	1.00	62,172	1.00	62,172
30000385	Planner II. City-Land Use	59,259	68,453	10.00	684,480	10.00	684,480	10.00	684,480
30000389	Planner II. City-Urban Design	59,259	68,453	1.00	68,448	2.00	136,896	2.00	136,896
30000375	Planner, Associate	48,880	56,576	1.00	56,580	1.00	56,580	1.00	56,580
30000725	Planner, Principal	86,840	117,686	1.00	117,684	1.00	117,684	1.00	117,684
30000392	Planner, Sr City-Environmental	61,568	78,645	1.00	78,648	1.00	78,648	1.00	78,648
30000393	Planner, Sr City-Land Use	61,568	78,645	7.00	550,536	7.00	550,536	7.00	550,536

Class	Title	Salary Range Minimum	Salary Range Maximum	Revised FY 2011-12 No.	Revised FY 2011-12 Amount	Proposed FY 2012-13 No.	Proposed FY 2012-13 Amount	Adopted FY 2012-13 No.	Adopted FY 2012-13 Amount
30000397	Planner, Sr City-Urban Design	61,568	78,645	2.00	157,296	2.00	157,296	2.00	157,296
30000724	Planner, Supervising	75,109	100,048	3.00	300,132	3.00	300,132	3.00	300,132
30000231	Plans Examiner, Commercial	65,458	75,774	8.00	606,240	10.50	795,684	10.50	795,684
30000232	Plans Examiner, Sr	71,136	82,347	2.00	164,688	2.00	164,688	2.00	164,688
30000164	Plumbing Inspector	62,546	72,363	3.00	217,080	3.00	217,080	3.00	217,080
30000165	Plumbing Inspector, Sr	70,221	81,245	3.00	241,494	3.00	243,720	3.00	243,720
30000466	Program Manager, Sr	75,109	100,048	1.00	98,832	1.00	99,539	1.00	99,539
30000463	Program Specialist	54,725	72,925	2.00	145,848	2.00	145,848	2.00	145,848
30000462	Program Specialist, Assistant	45,074	69,451	1.00	67,454	1.00	69,456	1.00	69,456
30000179	Site Development Inspector II	62,546	72,363	1.00	69,759	1.00	72,360	1.00	72,360
TOTAL FULL-TIME POSITIONS				167.00	12,388,730	179.28	13,410,874	180.50	13,541,938
30000385	Planner II. City-Land Use	59,259	68,453	1.80	123,216	1.80	123,216	1.80	123,216
30000389	Planner II. City-Urban Design	59,259	68,453	0.90	53,328	0.00	0	0.00	0
TOTAL PART-TIME POSITIONS				2.70	176,544	1.80	123,216	1.80	123,216
30000433	Administrative Specialist, Sr	41,974	64,626	0.83	34,980	0.00	0	0.00	0
30000448	Business Systems Analyst	57,450	76,586	1.00	57,456	1.00	76,584	1.00	76,584
30000332	Development Services Technician I	37,835	50,690	2.00	77,232	2.00	101,376	2.00	101,376
30000334	Development Services Technician III	61,568	78,645	1.00	65,216	1.00	64,668	1.00	64,668
30000171	Housing Inspector	44,949	56,867	0.00	0	5.00	284,340	5.00	284,340
30000172	Housing Inspector, Sr	59,010	68,307	0.58	39,844	1.00	68,304	1.00	68,304
30000451	Management Analyst	57,450	76,586	0.90	31,355	0.75	27,110	0.75	27,110
30000453	Management Analyst, Principal	75,109	100,048	1.00	100,044	0.00	0	0.00	0
30000452	Management Analyst, Sr	63,378	84,635	1.00	84,636	1.00	84,636	1.00	84,636
30000389	Planner II. City-Urban Design	59,259	68,453	0.60	35,552	0.30	17,776	0.30	17,776
30000231	Plans Examiner, Commercial	65,458	75,774	2.00	146,482	2.00	151,560	2.00	151,560
30000464	Program Coordinator	60,341	80,475	0.92	64,537	1.17	87,814	1.17	87,814
30000466	Program Manager, Sr	75,109	100,048	1.00	75,108	1.00	100,044	1.00	100,044
TOTAL LIMITED TERM POSITIONS				12.83	812,442	16.22	1,064,212	16.22	1,064,212
GRAND TOTAL				182.53	13,377,716	197.30	14,598,302	198.52	14,729,366

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

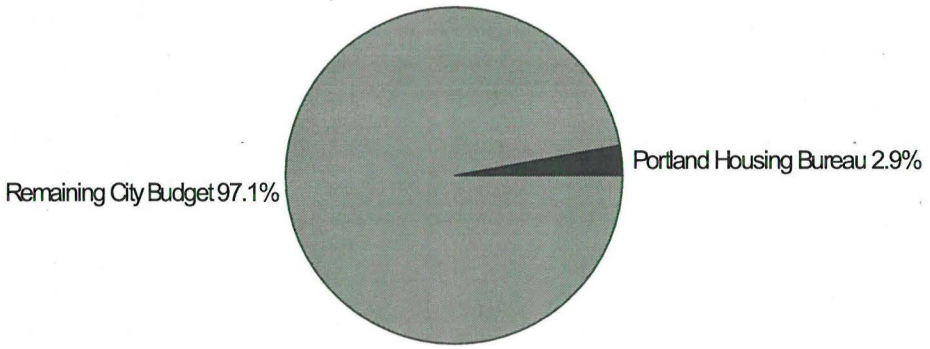
Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2012-13	28,096,143	0	28,096,143	178.92	FY 2012-13 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	(83,670)	0	(83,670)	(0.15)	4% General Fund cut
	(41,835)	0	(41,835)	(0.07)	6% General Fund cut
	(283,987)	0	(283,987)	0.00	OMF interagency adjustments
	0	0	0	(5.00)	Technical adjustment
	0	164,796	164,796	2.00	Enhanced rental Inspection program
	0	247,194	247,194	3.00	Improve neighborhood inspections
	0	96,402	96,402	1.00	Extremely distressed property enforcement
	0	144,882	144,882	1.00	Citywide Tree Project
	1,976,346	0	1,976,346	16.60	Improve service levels
	0	5,409	5,409	0.00	Technical adjustment - transfer from contingency for IA's
Approved Budget Additions and Reductions					
	0	0	0	0.22	Restore funding for Code Specialist II and reduce EM&S in the Housing Program
	133,140	0	133,140	1.00	Add Structural Engineer position
	25,284	0	25,284	0.00	Reclassify Office Support Specialist II to Development Services Technician II
Adopted Budget Additions and Reductions					
	0	0	0	0.00	None
	1,725,278	**658,683**	**2,383,961**	**19.60**	**Total FY 2012-13 Decision Packages**
			30,480,104	**198.52**	**Total Adopted Budget**

Portland Housing Bureau

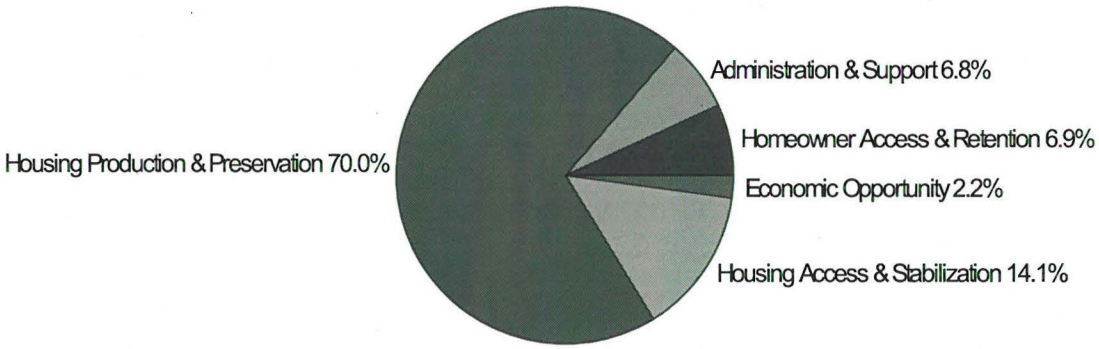
Community Development Service Area

Nick Fish, Commissioner-in-Charge
Traci Manning, Director

Percent of City Budget

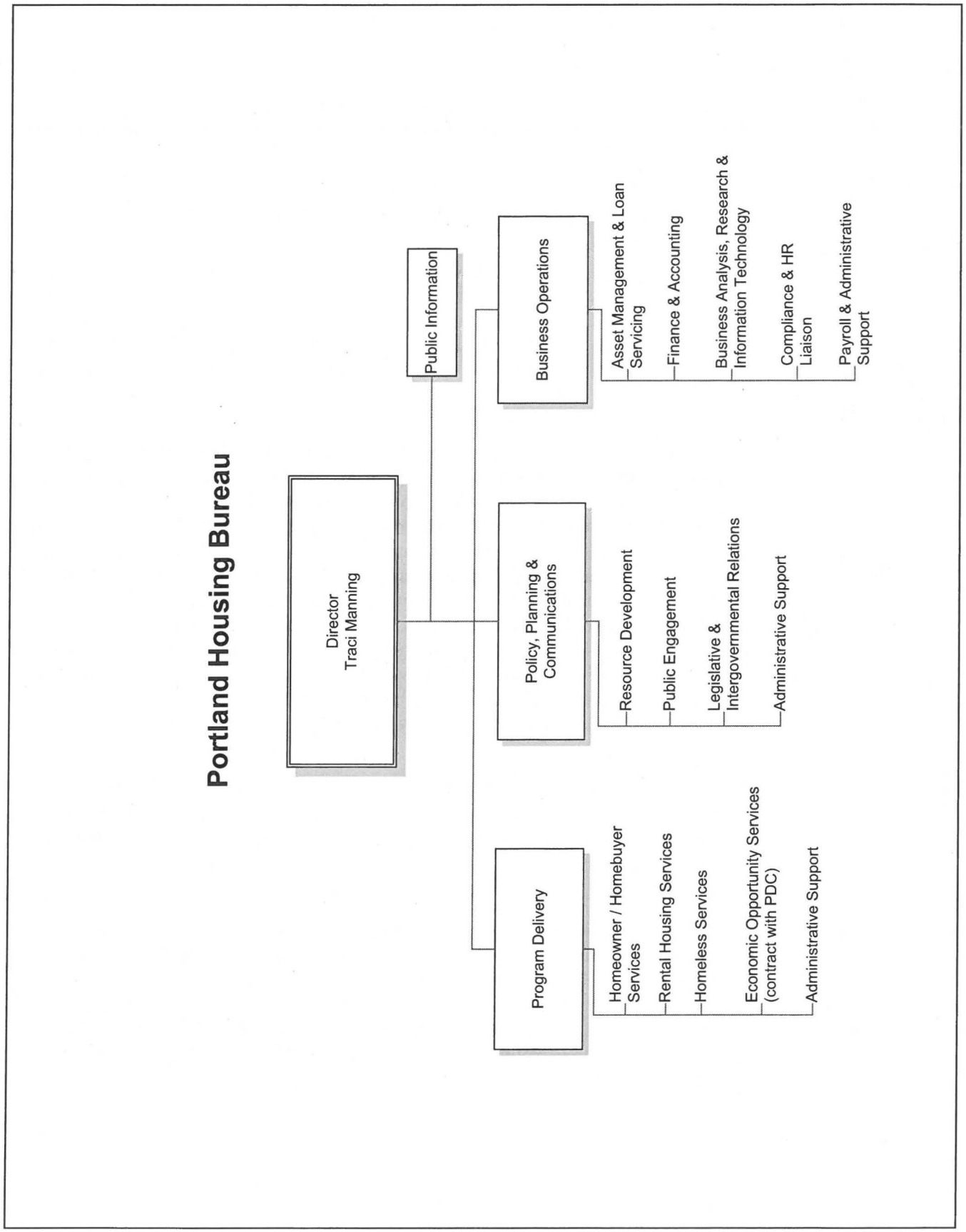


Bureau Programs



Bureau Overview

Requirements	Revised FY 2011-12	Adopted FY 2012-13	Change from Prior Year	Percent Change
Operating	113,528,291	102,678,297	(10,849,994)	(9.56)
Capital	0	0	0	0.00
Total Requirements	**113,528,291**	**102,678,297**	**(10,849,994)**	**(9.56)**
Authorized Positions	57.00	54.90	(2.10)	(3.68)


Portland Housing Bureau
Director
Traci Manning
Public Information
Business Operations
Asset Management & Loan Servicing
Finance & Accounting
Business Analysis, Research & Information Technology
Compliance & HR Liaison
Payroll & Administrative Support
Policy, Planning & Communications
Resource Development
Public Engagement
Legislative & Intergovernmental Relations
Administrative Support
Program Delivery
Homeowner / Homebuyer Services
Rental Housing Services
Homeless Services
Economic Opportunity Services (contract with PDC)
Administrative Support

Bureau Summary

Bureau Mission

The mission of the Portland Housing Bureau (PHB) is to focus community resources on the unmet housing needs of the people of Portland. We accomplish our mission by:

- Building and preserving affordable housing
- Supporting programs that help low-income Portlanders find, rent, buy, retain, and repair their homes
- Bringing together our partners and leading them as we assess the city's housing needs, choose the best solutions to efficiently meet them, and identify how to pay for them
- Reaching out to racially and culturally diverse groups to ensure their participation in the economic opportunities our housing investments create

Bureau Overview

PHB stewards several sources of public funds for investments in affordable housing. Program investments cross a continuum, from resources aimed at ending homelessness, to rental housing for low-income individuals and families, to targeted homeownership and home retention programs. Funds come from three major sources: tax increment financing (TIF) under City policy that directs 30% of all TIF expenditures to affordable housing; City General Fund; and federal funds. The latter come from the U.S. Department of Housing and Urban Development (HUD) in the form of both entitlement grants (mostly Community Development Block Grant and HOME) and competitive grant funds. PHB strategically deploys these sources of funds in alignment with the bureau strategic plan though loans and grants for capital construction of new or rehabilitated housing or for sub-recipient contracts to non-profits to deliver safety net services to Portlanders in poverty.

In addition to these programmatic investments, PHB works to influence local and regional policy and planning efforts that have a long-term impact on the housing market while seeking to improve alignment with state and local government partners who also work to alleviate poverty and move people towards self sufficiency.

PHB is advised by the Portland Housing Advisory Commission (PHAC). This commission is intended to provide advice both to PHB and to City Council on strategic priorities, alignment opportunities, and trade-offs inherent in the expenditure of public funds. PHAC provides advice on strategic directions and does not have an explicit decision-making role. However, PHAC has helped shape the new PHB strategic plan, and also serves as the bureau's budget advisory committee (BAC).

Equity is woven throughout PHB policy and operations. The equity agenda recognizes and responds to the historic and institutional barriers to housing, homeownership, and economic stability experienced by communities of color. PHB seeks to place a greater reliance on community-validated data (such as the Coalition of Communities of Color report) to understand unmet needs, and to intentionally hold its partners accountable for removing barriers and serving members of minority communities equitably.

Strategic Direction

PHB adopted a three-year strategic plan which establishes four core goals for PHB to focus on over the next three years:

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

A current version of PHB's strategic framework, which sets out the goals, sub-goals, and strategies that PHB will undertake over the next three years can be found on the bureau's website.

Through its strategic planning work, PHB adopted four priorities for its investments. The bureau's budget is aligned with these priorities:

- Priority One: Provide more rental housing for the most vulnerable families.
- Priority Two: Move people quickly from homelessness to permanent housing while preventing families on the brink from losing their homes.
- Priority Three: Help Portlanders from communities of color buy a home or keep the home they already own.
- Priority Four: Provide a safety net that includes shelters and other short-term help for low-income Portlanders who are homeless or at risk of homelessness.

PHB's Vision

PHB's vision is as follows:

- All Portlanders can find affordable homes in healthy neighborhoods with strong schools, good parks and recreation, healthy natural areas, safe streets, and quality food stores.
- All Portlanders have equitable access to housing and to the opportunities that safe, stable housing can deliver, free from discrimination.

Values

PHB upholds the following values:

- Equity: PHB is committed to social justice in the delivery of housing to all residents of Portland's diverse communities. PHB embraces diversity in its workforce and culture.
- Stewardship: PHB invests, leverages, and prioritizes spending in ways that provide the highest public value and have the greatest influence on critical housing needs.

- Transparency: PHB builds long-term trust by operating with integrity, inviting broad public involvement, and following processes that are clear, open, and without bias.
- Innovation: PHB believes new thinking, partners, and ideas will help build an effective organization and resolve long-standing problems.

Service Improvement Plan

In FY 2012-13, PHB will continue implementation of the strategic plan, which prioritizes these as the top three areas for service improvement:

Review and update lending and asset management guidelines.

Together with its housing industry partners, PHB is undertaking a careful examination of the process, guidelines, and products it uses to underwrite housing projects and manage existing community housing assets for long-term viability. This initiative will improve transparency and service to customers, ensure that investments balance policy objectives against prudent fiscal practices, and maintain a healthy and sustainable portfolio that will serve generations of Portlanders. PHB has completed a good portion of the work in this area and intends to continue progress into FY 2012-13. Success of the lending and asset management guidelines initiative will be measured by the financial health of the portfolio and by a survey of borrowers to measure customer service improvement. This initiative will be completed by June 30, 2013.

Implement a comprehensive, integrated PHB business and data system.

PHB has procured and is in the process of implementing Housing Development Software (HDS). HDS will upgrade and unify the existing systems through which the bureau originates and services housing loans, conducts asset management and compliance functions, and produces and analyzes investments and programmatic outcome data. Successful implementation of HDS is critical to providing timely and accurate information internally and externally to borrowers, community contractors, regulators, auditors, and the public. HDS will improve customer service to borrowers and contractors, enhance PHB's ability to analyze the impact of its programs and investments, and provide for effective portfolio and asset management. HDS implementation has begun with end-user training, fit-gap analysis, project plan development, and on-site initiation of the loan servicing and funds management modules. PHB held its first HDS stakeholder group meeting in February 2012. Success of HDS will be measured by customer service surveys and by the level of improvement to - and expansion of - PHB's online production report and dashboard. Implementation will be completed by June 30, 2012.

Set clear, measureable equity targets

In FY 2011-12, PHB will set clear, measurable targets for utilization of all PHB-supported programs by subpopulations. PHB will also set measurable targets for contractor and sub-contractor participation. The bureau is currently developing strategies to set and achieve performance targets in the upcoming year with its Equity and Diversity Council, the PHAC, and community partners. The achievement of this goal will be measured by comparing utilization and participation data over FY 2011-12 to established baseline data. The baseline data,

targets, and each year's results are published and tracked in the bureau's production report. The distinct phases of this service improvement plan will be completed by December of 2012 and include: establish baseline data, set targets, implement contractual and policy changes, measure and report data, and refine the process.

Summary of Budget Decisions

PHB Budget Structure

PHB's resources are budgeted in seven separate funds. These include the General Fund, the Community Development Block Grant (CDBG) Fund, the HOME Grant Fund, the Grants Fund, the Tax Increment Financing Reimbursement Fund, the Headwaters Apartment Complex Fund, and the Housing Investment Fund.

Budget Direction

The bureau has engaged the PHAC to take on the role of a budget advisory committee during the budget process. This citizen committee reviewed PHB financial, programmatic, and strategic plan details, took public testimony, and provided recommendations concerning direction and priorities.

Additionally, OMF directed bureaus to participate in two program ranking exercises in an effort to guide budget decisions. The community program rankings were developed by the PHAC, and the core ranking was finalized by the PHB executive team, following input from PHB's management team.

PHB operates nearly all of its programs in contract with community partners. PHB contract managers had numerous conversations with contractors to help identify cuts with the least impact on the public being served.

PHB conducted an intensive staff involvement component to the budget process. Representatives from each of the program areas and in different levels of the organization came together for a series of meetings to discuss and recommend budget reduction options. The recommendations stemmed from an employee budget input process comprised of team meetings and an anonymous staff survey. Many of the staff recommendations were implemented in the Proposed Budget, and they offset approximately $0.2 million in budget reductions that the bureau was facing.

Federal Funds

PHB received reduced allocations from HUD for federal funds: CDBG was reduced by 15% ($1,103,089) and HOME was reduced by 28% ($1,312,075). PHB's Adopted Budget reflects cuts in each of these funds achieved through programmatic reductions based on PHB strategic plan priorities.

Add Packages

The Adopted Budget includes add packages totaling $4,909,753.

Prevention and Rapid Re-Housing

Short-term rent assistance is a highly effective tool to prevent eviction, to keep people housed, and to rapidly end homelessness for most families or individuals. A $1.9 million one-time General Fund package continues funding to support cost-effective, long-standing programs that leverage non-City resources.

Homebuyer Support

This package provides $500,000 of one-time General Fund to support homebuyer education and counseling and foreclosure prevention programs. These services include outreach to minority communities and assistance to groups underrepresented in homeownership in gaining access to new opportunities. Services also attempt to maintain current homeownership among those communities at a time. To a subset of those households receiving homebuyer education and counseling and living in Urban Renewal Areas, PHB is able to leverage these funds with downpayment assistance using TIF resources

Housing Access Services

This $456,300 one-time General Fund package continues funding for programs providing information and referral, advocacy and case management for low-income renters confronting homelessness, eviction, housing discrimination, and unhealthy housing conditions. PHB's Housing Access and Stabilization programs represent a community-wide safety net that helps individuals and households to obtain and retain housing, including those with rental screening barriers such as poor credit, evictions, and criminal history. These programs continue PHB's commitment to fair housing and are especially critical given the current economic climate and tight local rental housing market.

Shelter and Emergency Services

This package, funded by $1,734,000 of one-time General Fund, leverages other funding sources and invests them in the three types of shelters PHB suppports: year-round, winter, and severe weather. Shelter operations remain a critical component of the safety net for the community. PHB works closely with Multnomah County, Home Forward (formerly Housing Authority of Portland) and non-profit partners to ensure that investments and outcomes are closely aligned. Collaborative efforts are aimed at helping people in emergency shelters regain permanent housing as quickly as possible. For most individuals and families, the most cost-effective and humane approach is to minimize shelter stays by helping people link to social, health, and employment services while helping them secure a permanent housing solution through programs like short-term rent assistance.

Bud Clark Commons Operating Costs

The allocation of $185,000 of one-time General Fund funds a portion of the operating costs of the Bud Clark Commons. This amount is down from the $390,000 in FY 2011-12. The Bud Clark Commons opened in June 2011. In its first six months of operation, the day center served a total of 4,300 people, with an average of 600 daily visitors seeking services and basic needs. Nearly 300 people have found permanent homes through the day center since it opened.

Reduction Packages The Adopted Budget includes reduction packages totaling $421,663.

Cuts To Base Budget

PHB made internal budget reductions within external materials and services to balance the base budget, prior to mandatory reductions. The bureau is continuing staffing reductions that occurred in FY 2010-11 and FY 2011-12 by eliminating two additional vacant positions -- a Senior Housing Administration Specialist and a Housing Compliance Analyst III. Both of the positions identified for reduction are partially funded with General Fund resources; however, the General Fund portion of funding is very small compared to CDBG and HOME funding, which was more deeply cut in Federal budget reductions.

6.1% General Fund Programmatic Reduction

In the Adopted Budget, the PHB ongoing budget is reduced by $386,018 in General Fund discretionary resources. The cut will reduce various contracts in the shelter and emergency services program, while programs with a higher priority in the strategic plan generally take lesser reductions.

OMF Interagency Adjustments

The package reflects a decrease of $35,645 in interagency costs resulting from decision packages in the Office of Management and Finance. An adjustment to the bureau's ongoing General Fund discretionary target was made to balance the decreased costs.

Non-Represented Merit Freeze

The package reflects a decrease of $2,547 in personnel services costs resulting from a freeze on merit increases in FY 2012-13 for non-represented employees making more than $45,000 per year.

Budget Notes

Portland Housing Bureau Sustainable Funding

Council directs the Office of Management and Finance to add sustainable funding for the Safety Net to the FY 2013-14 5-year forecast. The Office of Management and Finance should increase the Portland Housing Bureau's current appropriation level target by $4,600,000, which will replace the bureau's historic reliance on one-time funds.

Administration & Support

Description

The Administration & Support program is comprised of the Director's Office, Business Operations division, and Equity, Policy, and Communications division.

Director's Office

The Director's Office includes executive level support and the bureau director. The director has three direct reports: the Assistant Housing Director responsible for Housing Programs; the CFO/Business Operations Manager, and the Housing Policy Manager responsible for Equity, Policy and Communications.

Business Operations Division

The Business Operations division includes Finance, Accounting, Asset Management, Loan Servicing, Human Resources, Information Technology, Data Analysis and Research, Compliance, Audits, and Administrative Support. These functions ensure that the service delivery teams have adequate information and support to carry out their functions in the most efficient and effective means possible. Within the Business Operations division, there are six direct reports to the CFO/Business Operations Manager, including: the Principal Financial Analyst responsible for Finance and Accounting, the Senior Management Analyst responsible for Data and IT, the Program Manager responsible for Asset Management and Loan Servicing, the Executive Assistant/Administrative Supervisor responsible for Executive Level Support and Administrative Team oversight, the Program Coordinator responsible for Compliance and Human Resources, and the Program Specialist responsible for Compliance-Environmental Review-Non-Profit Tax Exemption program.

Equity, Policy, and Communications

The Equity, Policy, and Communications division includes: Strategic Planning, Public Involvement, Media Relations, Internal & External Communications, Housing Policy Development and Management, Resource Development, Legislative and Intergovernmental Affairs, and Administrative Support. The role of the Equity, Policy, and Communications division is to ensure that future policy and implementation decisions of PHB improve housing access and economic opportunities for traditionally under-served populations. It will also ensure that PHB makes its development and programmatic investments within a sound strategic plan and framework that addresses the most critical housing needs. This division also works to connect PHB's work with the work of other City bureaus and regional governments and to ensure that PHB is well-informed by housing needs data and public input.

Within the Equity, Policy, and Communications division, there are five direct reports to the Equity, Policy and Communications Manager, including: a Principal Management Analyst responsible for housing policy development, legislative affairs, and public involvement, two Program Coordinators responsible for planning and public involvement, a Public Information Officer responsible for communications and media relations, and the Senior Administrative Specialist responsible for administrative support.

Goals

The goals of the Director's Office include:

- Provide long-range vision and overall direction for Portland's affordable housing investments;
- Ensure the bureau advances goals, strategies, and investment priorities from the PHB strategic plan, with a focus on advancing PHB's emerging social equity agenda; and
- Work collaboratively with a wide range of partners to solve the unmet housing needs of the people of Portland.

The goals of the Business Operations Division include:

- Ensure that administrative functions are delivered consistently, reliably, and effectively;
- Provide strong financial and accounting services;
- Guide informed lending decisions and proactive asset management, including early assessment of risk and opportunity in the public investment in the affordable housing portfolio;
- Deliver excellence in compliance services;
- Support the bureau's equity goals through internal business practices, quality data, contract goals, and publications on the website;
- Strengthen data collection, data analysis, and data reporting through maximizing the use of all information technology systems; and
- Ensure timely, confidential, and supportive human resource services.

The goals of the Equity, Policy and Communications Division include:

- Provide an equity lens to all PHB business, policies, and decision-making;
- Ensure that future policy and implementation decisions of PHB improve housing access and economic opportunities for traditionally under-served populations;
- Guide PHB investments within a sound strategic plan to positively impact the most critical housing needs;
- Connect PHB's work with the work of other City bureaus and regional governments;
- Inform PHB on current housing needs data and public input to direct policies and practices; and
- Provide effective internal and external communications.

Performance

Performance for the Administration & Support program can be found in the performance measures table, which includes both trend and projection information.

Changes to Services and Activities

Based on the recommendations of the cross-functional budget team, PHB is implementing internal operational efficiencies, which equate to funding reductions in the budget:

- Reduce employees work schedules (fewer hours worked per pay period)
- Reduce vacant positions
- Reduce sponsorships, memberships and subscriptions
- Minimize travel and training budget

- Audit use and necessity of all IT related devices including servers, e-mail boxes, fax lines, smart phones, software licenses
- Grants office and Printing & Distribution interagency reductions
- Reduce office supplies
- Reduce funding for public involvement (renting meeting rooms, food and beverage service)
- Sublease empty office space at PHB to the Office of Equity & Human Rights

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	24.00	34.00	35.00	33.00	33.40
Expenditures					
Administration	56,703	74	0	0	0
Administration & Support	0	465,245	394,075	478,741	779,457
Business Services	2,931,582	4,812,698	6,064,314	4,692,994	4,729,676
Director's Office	684,916	582,558	516,760	386,986	283,508
Planning & Policy	125,883	700,125	737,008	784,368	936,860
Total Expenditures	**3,799,084**	**6,560,700**	**7,712,157**	**6,343,089**	**6,729,501**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Effectiveness					
% PHB Data Users Providing Accurate & Timely Data	75%	85%	85%	90%	90%
Efficiency					
Admin Costs As a % Of Bureau Level Budget	9%	7%	8%	8%	8%
Workload					
Number of Sub-recipient Contracts Processed	101	93	90	90	90
# of Users Trained And Supported In PHB Data Systems	707	859	860	900	900
# of Housing Assets Monitored	305	315	315	315	315

Economic Opportunity

Description

City Council transferred the Economic Opportunity initiative to the Portland Development Commission (PDC) effective July 1, 2009 -- the same time the Portland Housing Bureau was created. PHB passes CDBG funds to PDC to support these programs and services. General Fund resources are budgeted directly in the PDC allocation.

The CDBG allocation for FY 2012-13 reflects the bureaus estimate of a 15% reduction in the CDBG entitlement allocation.

Goals

Information on goals is available in the PDC budget.

Performance

Information on performance is available in the PDC budget.

Changes to Activities and Services

Information on changes is available in the PDC budget.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
Expenditures					
Economic Opportunity	75,516	5,090	2,471,312	2,114,907	2,114,907
Economic Opportunity Initiatives	551,483	(14,097)	0	0	0
Microenterprise Growth	302,462	952,600	0	0	0
Workforce Development	2,492,068	2,364,408	0	0	0
Total Expenditures	**3,421,530**	**3,308,001**	**2,471,312**	**2,114,907**	**2,114,907**

Housing Access & Stabilization

Description

The bureau's Housing Access & Stabilization program (HAS) creates opportunities for housing stability for thousands of households per year by investing in programs and coordinating community initiatives. In FY 2010-11 HAS funding assisted nearly 4,500 families and individuals by preventing their homelessness, supporting their transition to greater housing stability, and/or enabling them to secure permanent homes.

HAS funds are contracted to 16 nonprofit and public agencies to provide a comprehensive range of services that address the diverse needs of people experiencing homelessness, from street outreach to permanent housing placement. Services primarily fall into four categories:

- Access and stabilization services
- Prevention and rapid re-housing
- Supportive housing
- Shelter and emergency services

Goals

The HAS is fully aligned with the goals of the 10-Year Plan to End Homelessness for Portland and Multnomah County, adopted by Portland City Council and the Multnomah County Commission in December 2004.

HAS staff members facilitate and influence the broader community-wide process that implements and evaluates progress of the 10-Year Plan. HAS also works within PHB to align broader bureau resources with community-wide strategies to reduce homelessness, including through the Consolidated Plan. In Fall 2010, the HAS team was augmented by staff and programs focused on access and stabilization that include 211Info as well as HOPWA-funded programs (i.e. Housing Opportunities for Persons with AIDS).

Performance

Performance of the HAS can be found in the performance measures table, which includes both trend and projection information. PHB has expanded the performance measures for households receiving rent assistance and housing placement to include both new households and households receiving ongoing support.

Changes to Activities and Services

Reductions in federal funds (CDBG and HOME) will result in reductions to currently high-performing contracts. Smaller reductions were made in functional areas and contracts that are aligned with the core PHB mission and values. HAS will measure the performance of its contracts with an equity lens and work to improve services to populations overrepresented in homeless statistics. There will be increased jurisdictional coordination, including an in-depth review of the 10-Year Plan, as well as shelter and rent assistance refinements that will equate to shorter shelter stays. The team will work towards stronger connections between HAS efforts and the City-supported affordable housing portfolio and also make progress toward PHB strategic plan goals.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	5.00	5.00	3.65	3.55	3.45
Expenditures					
Access and Stabilization	0	0	2,530,137	2,373,144	763,185
Community Planning	57	0	0	0	0
Housing Access & Stabilization	429,223	31,022	3,920	0	0
Prevention & Rapid Rehousing	733,503	1,074,295	3,177,587	2,981,700	3,124,900
Public Safety and Livability	687,052	0	0	0	0
Shelter & Emergency Services	1,838,579	2,025,553	5,115,636	4,698,733	4,713,418
Supportive Housing	4,895,957	3,703,809	4,335,807	3,673,821	5,255,600
Transitional Housing	3,740,252	6,433,742	0	0	0
Total Expenditures	**12,324,624**	**13,268,421**	**15,163,087**	**13,727,398**	**13,857,103**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Effectiveness					
Percent of exits from shelter into stable housing	28%	31%	31%	27%	30%
Percent of households exited from interim housing into longterm assisted housing with support services	72%	61%	61%	51%	61%
Percent of households receiving placement assistance retaining longterm assisted housing with supportive services at 6 mos	83%	86%	86%	85%	85%
Percent of households recieving placement assistance retaining longterm assisted housing with supportive services at 12 mos	74%	76%	76%	75%	75%
Percent of households exited into longterm assisted housing with supportive services	92%	71%	71%	65%	71%
Average length of rent assistance, eviction prevention in days	NA	121	121	121	121
Efficiency					
Average length of stay in transitional housing (in days)	309	254	254	255	255
Workload					
Number of households served in emergency shelters	1,935	1,635	1,635	870	1,640
Number of households served in interim housing	286	338	338	300	300
Number of households recieving rent assistance and eviction prevention	423	1,373	1,373	750	1,475
Number of households receiving placement rent assistance	515	1,713	1,713	1,200	1,825
Number of households residing in longterm assisted housing with supportive services	865	728	865	1,010	1,165

Housing Production & Preservation

Description

The Housing Development and Finance (HDF) team is responsible for the housing production and preservation program. Funding sources for HDF activities include TIF, HIF, CDBG, HOME, HOPWA and General Fund. This program focuses on the acquisition, development, and preservation of new and existing affordable housing assets.

Funds for new housing development or preservation are made available through competitive funding cycles.

Goals

This team has four major components:

1. Catalyzing affordable housing development through the disposition of publicly owned property in conjunction with PHB financing commitments
2. Strategically investing public resources to create and maintain a portfolio of affordable housing equally available to the community
3. Structuring investments through the negotiation of loan terms and underwriting and closing these loans and grants in partnership with the City Attorney's office and, as necessary, OMF
4. Providing oversight and disbursements of PHB funds to projects while in construction

Performance

The HDF performance can be seen in the performance measures table which includes trends and projections for performance.

Changes to Services and Activities

Current local market conditions are putting substantial upward pressure on rents, making rental housing in Portland more expensive and harder to access for people with barriers. In response, the HDF team, in conjunction with PHB's Asset Management group, will conduct a review of its investment and monitoring processes. The goals include: improving efficiency, making sure limited resources are deployed most effectively to leverage other community amenities (employment, education, transportation, health, etc.) and financial resources, ensuring that resources are deployed equitably, and monitoring the public investment in the City's affordable housing infrastructure to increase public benefit and control risk.

These efforts will be informed by: an analysis of the PHB loan portfolio as well as a capital needs assessment of existing projects in which the City has previously invested; the Portland Plan and the housing strategy currently underway; a review of the utilization of investment dollars during construction and by end users through an equity lens; and work with community partners and stakeholders.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	5.00	16.00	10.10	10.10	9.80
Expenditures					
Homeownership	5,544,137	(12,577)	0	0	0
Housing Development Support	0	0	1,114,021	1,290,567	1,166,836
Housing Production & Preservation	1,451,231	1,594,039	0	0	0

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
New Construction	0	224	52,435,821	34,476,341	39,297,380
Preservation	888	0	8,492,608	13,923,530	15,016,269
Rehabilitation	12,435,835	38,828,088	12,362,985	7,836,842	13,395,437
Rental Housing Access & Stabilization	5,087,865	3,004,370	0	0	0
Total Expenditures	**24,519,955**	**43,414,144**	**74,405,435**	**57,527,280**	**68,875,922**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Effectiveness					
Vacancy Rate of Units Built 0 to 60% MFI	3%	5%	5%	5%	5%
Expiring Section 8 rental units preserved affordable for 0-60 MFI	NA	156	150	150	150
Efficiency					
Investment per affordable housing unit	NA	$27,078	$27,078	$30,000	$30,000
Investment per expiring Section 8 housing unit preserved	NA	$21,250	$21,250	$25,000	$25,000
Investment per affordable unit rehabilitated	NA	$21,518	$21,518	$25,000	$25,000
Workload					
Rental units built affordable for 0 to 60% MFI	256	92	100	100	100
Rental units built affordable for 61+ to 100% MFI	16	5	5	5	5
Rental Rehab Units 0 to 60% MFI	397	181	180	180	180

Homeowner Access & Retention

Description

Homeowner Access & Retention (HAR) (previously Neighborhood Housing Programs) funds services to help new homebuyers access homeownership opportunities and support current homeowners in retaining their homes. Support for low income first time homebuyers includes education and counseling, and assistance provided for down payments and closing costs. HAR helps current homeowners retain their homes by funding foreclosure prevention education and counseling.

Funding for home repair grants and loans also helps current homeowners maintain their homes. Programs to improve the condition of existing housing addresses the impact that housing condition can have on health. These "healthy homes" programs include administration of federal funds to reduce lead-based paint hazards in homes with young children and federal grant funds to address habitability issues.

Finally, HAR administers programs that provide incentives for the development of new homeownership opportunities for low and moderate income households, including System Development Charge waivers and limited tax exemptions.

Goals

The goals of the Homeowner Access & Retention section include:

- Close the minority homeownership gap
- Provide foreclosure prevention education and counseling
- Provide support to current homeowners so they can retain their homes
- Enable homeownership by providing down payment assistance and closing costs, education, and counseling

Performance

HAR program performance measures can be found in the performance measures table, which includes both trends and projections.

Changes to Services and Activities

In alignment with the bureau's strategic plan, HAR will strengthen the services provided to potential homebuyers and existing households of color, ensure that the current programs are providing optimum customer service, and complement existing services available in the private market. HAR will measure its performance and that of its contractors with an equity lens, and set goals aimed at closing the minority homeownership gap. Responding to the current market, HAR will convene stakeholders to evaluate homeownership and foreclosure data to develop strategies to address needs, gaps, and opportunities, including identifying additional resources to bring to the community for this work.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	0.00	11.00	8.25	8.25	8.25
Expenditures					
Healthy Homes	0	7,237	2,482,762	1,951,817	1,970,517
Home Repair	0	5,068,847	2,285,783	1,841,874	1,837,584
Homebuyer & Foreclosure Education/Counseling	0	651,487	337,610	235,036	735,036
Homebuyer Financial Assistance	0	2,641,132	2,523,997	1,949,822	1,935,710
Homeowner Access & Retention	0	1,408	0	0	0

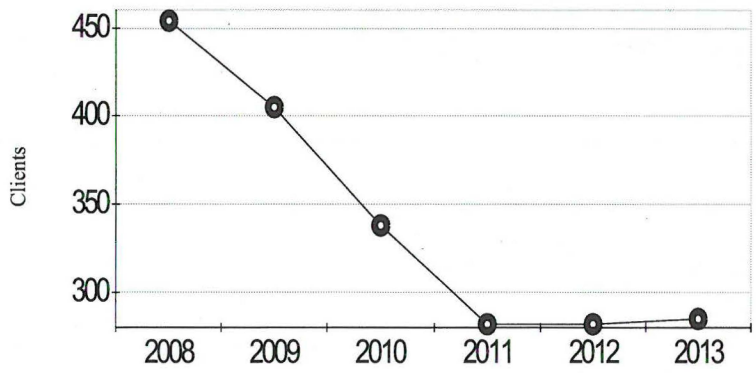
FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
Homeownership Development	0	5,116,660	0	24	12
Tax Exemption & Fee Waiver	0	0	212,789	271,328	271,328
Total Expenditures	**0**	**13,486,771**	**7,842,941**	**6,249,901**	**6,750,187**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Effectiveness					
Number of households receiving homebuyer education/ counseling and purchasing homes	338	282	282	200	285
Efficiency					
Average investment per household for elderly/disabled receiving small home repairs	NA	$1,136	$1,136	$1,140	$1,140
Investment per household for owner occupied home repairs	NA	$13,292	$13,292	$13,000	$13,000
Workload					
Number of Households receiving homebuyer education or counseling	898	1,384	1,384	800	1,385
Homeownership units built	284	142	140	140	140
Number of owner occupied home repair loans	109	41	40	20	35
Number of homeownership units assisted by limited tax exemptions	NA	137	137	135	135
Number of Units assisted by SDC waivers	NA	143	143	145	145
Number of households attending homebuyer fairs	NA	810	810	810	810
Number of elderly/disabled households receiving small scale home repairs	NA	1,510	1,510	1,400	1,500

Performance Measures

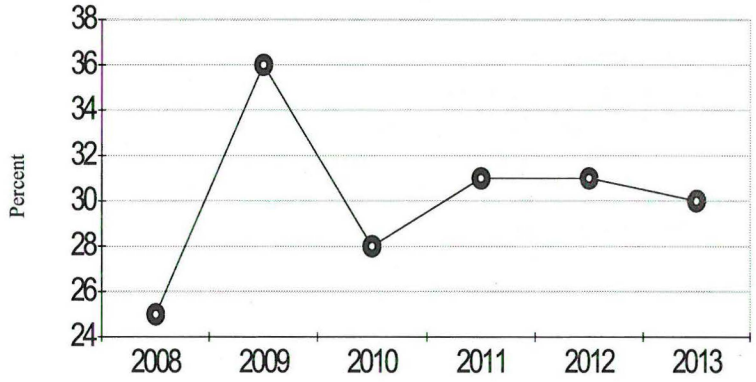
Number of Clients Purchasing Homes

The downturn in the housing markets has negatively impacted potential clients' ability to purchase homes. Additionally, PHB is generally shifting the way resources are used; the bureau is currently putting funds into more robust homebuyer counseling to ensure that those buying homes are able to stay in their homes and therefore serving fewer clients.



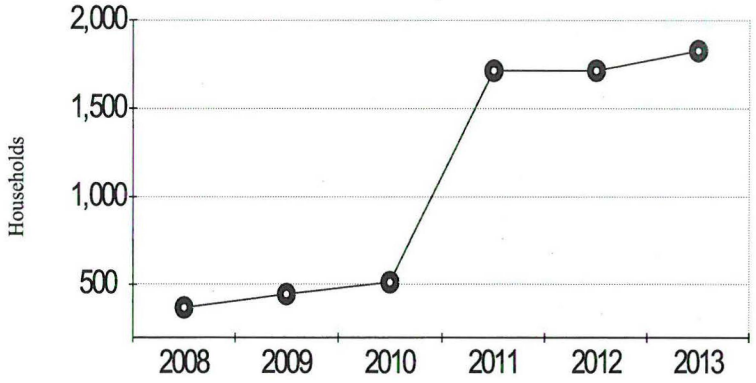
Percent of Exits from Shelter into Stable Housing

The percent of participants in the Ending Homelessness Initiative Shelter programs exiting into stable housing has remained consistent over the past two years while the number of people being served in shelter has increased.



Households Receiving Placement Rent Assistance

PHB has been able to effectively use stimulus funds through the Housing Authority of Portland to increase the number of households receiving rent assistance.



	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
Resources					
External Revenues					
Charges for Services	7,000	355,537	269,800	213,908	218,924
Intergovernmental	27,036,639	61,114,560	84,185,293	63,386,855	69,344,609
Bond & Note	11,825,138	4,704,000	7,648,058	12,275,185	12,646,698
Miscellaneous	6,316,363	8,257,218	7,318,989	1,011,100	5,842,764
Total External Revenues	**45,185,139**	**74,431,315**	**99,422,140**	**76,887,048**	**88,052,995**
Internal Revenues					
General Fund Discretionary	12,137,896	9,059,225	11,412,386	9,934,724	10,771,724
Fund Transfers - Revenue	344,143	2,139,288	258,190	0	0
Interagency Revenue	11,500	57,748	4,000	35,129	50,939
Total Internal Revenues	**12,493,539**	**11,256,261**	**11,674,576**	**9,969,853**	**10,822,663**
Beginning Fund Balance	704,958	3,952,604	2,431,575	3,992,645	3,802,639
Total Resources	**$58,383,636**	**$89,640,180**	**$113,528,291**	**$90,849,546**	**$102,678,297**
Requirements					
Bureau Expenditures					
Personnel Services	2,946,465	6,313,245	6,058,053	5,544,210	5,601,965
External Materials and Services	39,775,949	70,883,701	98,496,514	79,263,584	91,596,858
Internal Materials and Services	1,330,624	2,841,091	1,190,205	1,154,781	1,128,797
Capital Outlay	12,155	0	1,754,882	0	0
Total Bureau Expenditures	**44,065,193**	**80,038,037**	**107,499,654**	**85,962,575**	**98,327,620**
Fund Expenditures					
Debt Service	9,144,884	1,339,825	1,315,748	1,292,086	1,292,086
Contingency	0	0	4,315,316	2,712,955	2,185,582
Fund Transfers - Expense	1,220,955	2,144,288	397,573	881,930	873,009
Total Fund Expenditures	**10,365,839**	**3,484,113**	**6,028,637**	**4,886,971**	**4,350,677**
Ending Fund Balance	3,952,604	6,118,030	0	0	0
Total Requirements	**$58,383,636**	**$89,640,180**	**$113,528,291**	**$90,849,546**	**$102,678,297**
Programs					
Administration & Support	3,799,084	6,560,700	7,712,157	6,343,089	6,729,501
Economic Opportunity	3,421,530	3,308,001	2,471,312	2,114,907	2,114,907
Homeowner Access & Retention	0	13,486,771	7,842,941	6,249,901	6,750,187
Housing Access & Stabilization	12,324,624	13,268,421	15,163,087	13,727,398	13,857,103
Housing Production & Preservation	24,519,955	43,414,144	74,405,435	57,527,280	68,875,922
Neighborhood Economic Development	0	0	(95,278)	0	0
Total Programs	**44,065,193**	**$80,038,037**	**$107,499,654**	**$85,962,575**	**$98,327,620**

Class	Title	Salary Range Minimum	Salary Range Maximum	Revised FY 2011-12 No.	Revised FY 2011-12 Amount	Proposed FY 2012-13 No.	Proposed FY 2012-13 Amount	Adopted FY 2012-13 No.	Adopted FY 2012-13 Amount
30000062	Accountant I	38,064	53,123	1.00	53,124	1.00	53,124	1.00	53,124
30000064	Accountant III	54,787	66,893	1.00	66,888	1.00	66,888	1.00	66,888
30000433	Administrative Specialist, Sr	41,974	64,626	1.00	72,924	1.00	72,924	1.00	72,924
30000441	Business Operations Manager	75,109	100,048	1.00	100,044	1.00	100,044	1.00	100,044
30000569	Financial Analyst, Principal	75,109	100,048	1.00	99,732	1.00	99,992	1.00	99,992
30000568	Financial Analyst, Sr	63,378	84,635	1.00	63,384	1.00	63,384	1.00	63,384
30001592	Housing Administrative Specialist, Sr	41,475	63,856	4.00	168,252	3.00	128,562	3.00	128,562
30001361	Housing Construction Coordinator	54,080	72,051	2.00	141,684	2.00	144,096	2.00	144,096
30001362	Housing Construction Coordinator, Sr	59,634	79,518	3.00	233,182	3.00	236,216	3.00	236,216
30001363	Housing Development Finance Coordinator	62,629	83,637	2.00	167,280	2.00	167,280	2.00	167,280
30000417	Housing Director	102,648	146,952	1.00	125,004	1.00	128,847	1.00	128,847
30001260	Housing Director, Assistant	86,840	117,686	1.00	102,660	1.00	105,117	1.00	105,117
30001587	Housing Financial Analyst	56,763	75,670	1.00	75,672	1.00	75,672	1.00	75,672
30001588	Housing Financial Analyst, Assistant	44,533	68,619	1.00	67,956	1.00	68,616	1.00	68,616
30001367	Housing Lead Grant Program Coordinator	59,634	79,518	1.00	68,100	1.00	69,724	1.00	69,724
30001369	Housing Loan Compliance Analyst II	41,475	63,856	1.00	63,852	1.00	63,852	1.00	63,852
30001370	Housing Loan Compliance Analyst III	54,080	72,051	1.00	54,084	0.00	0	0.00	0
30001364	Housing Loan Coordinator	44,533	68,619	1.00	44,532	1.00	44,532	1.00	44,532
30001365	Housing Loan Coordinator, Sr	56,763	75,670	2.00	130,596	2.00	135,951	2.00	135,951
30001596	Housing Management Assistant	44,533	68,619	1.00	53,064	1.00	55,242	1.00	55,242
30001608	Housing Policy Manager	75,109	100,048	1.00	88,008	1.00	91,308	1.00	91,308
30001595	Housing Program Coordinator	59,634	79,518	8.00	566,500	7.90	577,432	7.90	577,432
30001593	Housing Program Specialist	54,080	72,051	5.00	315,250	5.00	324,244	5.00	324,244
30001594	Housing Program Specialist, Assistant	44,533	68,619	4.00	233,316	4.00	236,942	4.00	236,942
30000453	Management Analyst, Principal	75,109	100,048	1.00	94,728	1.00	97,635	1.00	97,635
30000452	Management Analyst, Sr	63,378	84,635	1.00	84,636	1.00	84,636	1.00	84,636
30000012	Office Support Specialist II	31,512	43,950	1.00	43,956	1.00	43,956	1.00	43,956
30000464	Program Coordinator	60,341	80,475	2.00	135,906	2.00	138,916	2.00	138,916
30000465	Program Manager	63,378	84,635	3.00	240,816	3.00	246,704	3.00	246,704
30000466	Program Manager, Sr	75,109	100,048	1.00	100,044	1.00	100,044	1.00	100,044
30000495	Public Information Officer	63,378	84,635	1.00	71,016	1.00	72,456	1.00	72,456
TOTAL FULL-TIME POSITIONS				56.00	3,926,190	53.90	3,894,336	53.90	3,894,336
TOTAL PART-TIME POSITIONS				0.00	0	0.00	0	0.00	0
30001591	Housing Business Systems Analyst, Asst	44,533	68,619	1.00	54,045	1.00	56,262	1.00	56,262
TOTAL LIMITED TERM POSITIONS				1.00	54,045	1.00	56,262	1.00	56,262
GRAND TOTAL				57.00	3,980,235	54.90	3,950,598	54.90	3,950,598

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

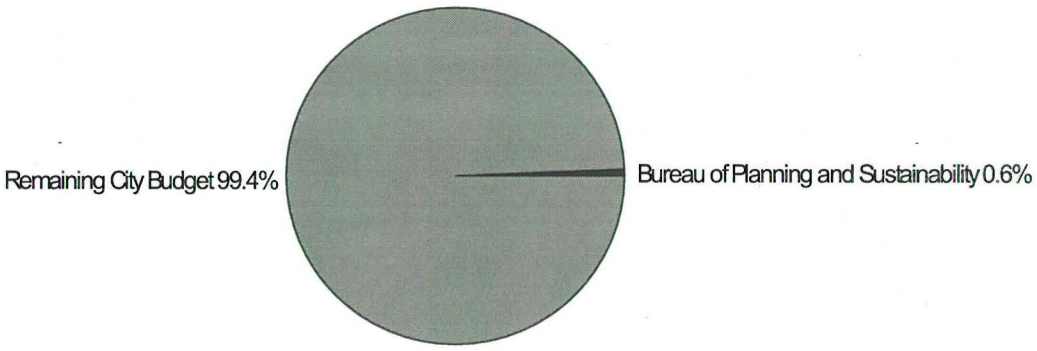
Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2012-13	82,311,485	0	82,311,485	56.90	FY 2012-13 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	(386,018)	0	(386,018)	0.00	6.1% base reduction
	(35,645)	0	(35,645)	0.00	OMF interagency adjustments
	0	(2,547)	(2,547)	0.00	Non-represented merit freeze
	0	1,700,000	1,700,000	0.00	Prevention and rapid rehousing
	0	456,300	456,300	0.00	Housing access services
	0	1,734,000	1,734,000	0.00	Shelter and emergency services
	0	185,000	185,000	0.00	Bud Clark Commons operating support
	0	0	0	(2.00)	Base budget realignment/position reduction
Approved Budget Additions and Reductions					
	0	200,000	200,000	0.00	Prevention and rapid rehousing additional amount
	0	500,000	500,000	0.00	Homeownership and foreclosure prevention
	0	137,000	137,000	0.00	Housing Development Strategy FY 2011-12 carryover
	0	41,500	41,500	0.00	HIF project adjustment
	0	739,678	739,678	0.00	CDBG project adjustment
	0	2,233,034	2,233,034	0.00	HOME project adjustment
	0	8,937,475	8,937,475	0.00	TIF project adjustment
	0	60,927	60,927	0.00	Other tech adjustments
Adopted Budget Additions and Reductions					
	0	65,453	65,453	0.00	HIF project adjustment
	0	581,813	581,813	0.00	CDBG project adjustment
	0	313,600	313,600	0.00	HOME project adjustment
	0	(1,358,424)	(1,358,424)	0.00	TIF project adjustment
	0	(87,011)	(87,011)	0.00	Other tech adjustments
	(421,663)	**16,437,798**	**16,016,135**	**(2.00)**	**Total FY 2012-13 Decision Packages**
			98,327,620	**54.90**	**Total Adopted Budget**

Bureau of Planning and Sustainability

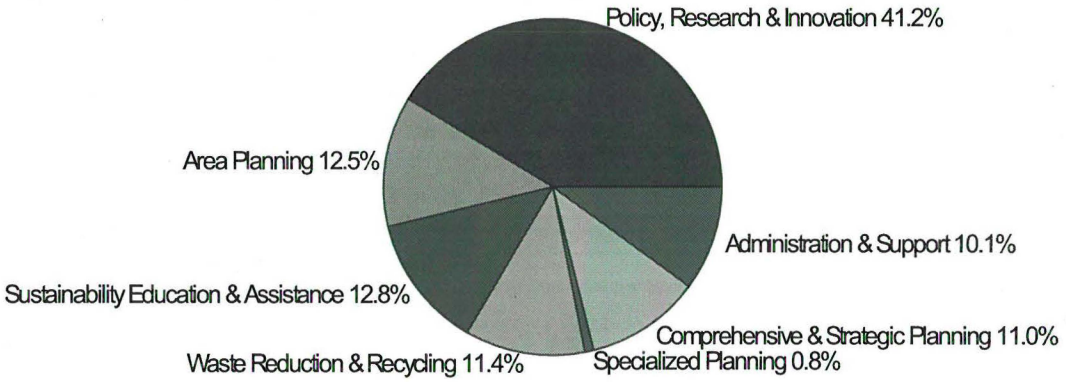
Community Development Service Area

Mayor Sam Adams, Commissioner-in-Charge
Susan Anderson, Director

Percent of City Budget

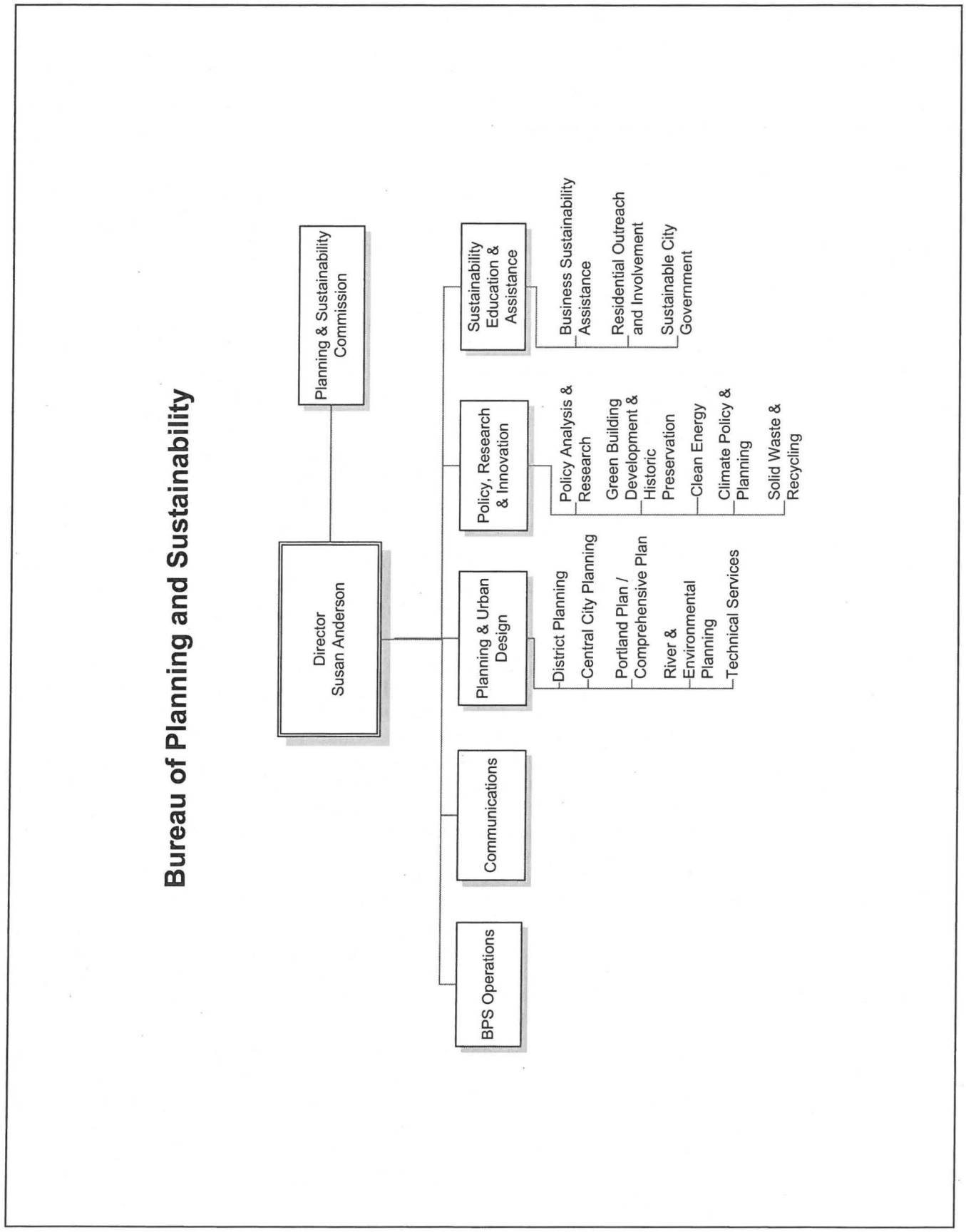


Bureau Programs



Bureau Overview

Requirements	Revised FY 2011-12	Adopted FY 2012-13	Change from Prior Year	Percent Change
Operating	34,973,335	22,607,791	(12,365,544)	(35.36)
Capital	0	0	0	0.00
Total Requirements	**34,973,335**	**22,607,791**	**(12,365,544)**	**(35.36)**
Authorized Positions	115.55	103.00	(12.55)	(10.86)


Bureau of Planning and Sustainability
Planning & Sustainability Commission
Director Susan Anderson
Sustainability Education & Assistance
Business Sustainability Assistance
Residential Outreach and Involvement
Sustainable City Government
Policy, Research & Innovation
Policy Analysis & Research
Green Building Development & Historic Preservation
Clean Energy
Climate Policy & Planning
Solid Waste & Recycling
Planning & Urban Design
District Planning
Central City Planning
Portland Plan / Comprehensive Plan
River & Environmental Planning
Technical Services
Communications
BPS Operations

Bureau Summary

Bureau Mission

Create a prosperous, equitable and healthy city. To do this, the Bureau of Planning and Sustainability (BPS):

- Builds partnerships.
- Engages, inspires and educates residents and businesses.
- Advances policy, programs, plans, regulations and urban design that foster both innovation and practical solutions.

Bureau Overview

The Bureau of Planning and Sustainability ensures that sustainability principles are thoroughly integrated into the core of Portland's strategic planning, land use planning and development policies. The depth of staff expertise and extensive community engagement help affirm the bureau's reputation as a world class "planning and doing" organization.

BPS also develops and implements policies and programs that provide environmental, economic and social benefits to residents, businesses, and government, which 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 and Sustainability Commission, other City bureaus, public agencies, non-profits, businesses and the community to develop a cohesive vision for the future of Portland and take steps toward realizing that vision.
- Maintains, modifies and updates a Comprehensive Plan to guide the development and redevelopment of the city and ensures that City policies, implementation tools and zoning designations are consistent with the Comprehensive Plan and regional and state requirements.
- Undertakes activities to develop and implement the Portland Plan. These activities include taking the plan to City Council for adoption, maintaining and refining the Portland Plan indicators in coordination with Metro's regional indicator project called Portland Pulse, integration of the Portland Plan into future budgeting processes with Office of Management and Finance (OMF) and development of specific evaluation and policy approaches called for in the Plan including update of the City Comprehensive Plan and zoning codes.
- Develops and updates City sustainability principles, climate protection strategies (including the Climate Action Plan) and related policies and programs that address sustainable government operations, green building, ecodistricts, renewable energy, energy efficiency, sustainable industries and sustainable food systems.
- Develops and updates economic, environmental, housing, historic preservation and community development policies and programs; analyzes demographic data; advocates for and advances quality sustainable urban design; works to ensure natural resource enhancement; and supports thriving neighborhoods and business communities.
- Evaluates the implementation and effectiveness of sustainability policies and programs.

- 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.

Strategic Direction

Service Improvement Plan

State-Mandated Periodic Review / Comprehensive Plan Update

A top priority for the Bureau of Planning and Sustainability is completion of the State-mandated periodic review and update of the City's Comprehensive Plan. This is the largest single action assigned to BPS as part of implementation of the Portland Plan. The updated Comprehensive Plan must be submitted to the State Department of Land Conservation and Development (LCDC) by October 2013. The Comprehensive Plan is the City's long-range guide to development and land use. It is required for all future land use, zoning and major public capital project decisions. The update of the Comprehensive Plan will build on the priorities and direction set in the Portland Plan. It will integrate, into this core decision-making guide, other City plans adopted since the last major update of the Comprehensive Plan in the 1980s.

Central City Plan

The Central City Plan is a specific Comprehensive Plan element addressing downtown and the central city. It updates the 1972 Downtown Plan and 1988 Central City Plan. It identifies how the City can build on past investments and successes to strengthen the central city's critical role for the rest of the city and region, especially concerning economic and residential growth. It includes policies that support expansion of major institutions; improvements in livability, affordable housing; the Willamette River; and the role of the central city in arts, culture, entertainment and retail. In this fiscal year, BPS will complete the CC2035 concept plan, which provides unified guidance for the entire Central City. BPS will also complete a more detailed plan for the Northeast Quadrant of the Central City and will begin work on the Northwest and Southwest Quadrant Plans with the intention of completing planning for the entire west side of the Central City in 18 months.

Climate Action Plan

Portland's pioneering work to reduce greenhouse gas emissions has provided internationally recognized examples of beneficial approaches to climate protection. Climate change impacts housing, industry, agriculture, water resources, transportation, energy use and quality of life. In 2009, City Council adopted the Climate Action Plan, a major update to the City's previous 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 by 2012 to accelerate the transition to a low-carbon community. Key efforts in FY 2012-13

include accelerating energy efficiency in commercial buildings, continuing to work with Clean Energy Works Oregon to provide up-front financing for home energy efficiency upgrades, evaluating the impact of the new residential composting service, and developing a new set of three-year actions to implement beginning in 2013.

Portland Plan Implementation

City Council adopted the Portland Plan in April 2012 to serve as a strategic plan for the City and a guide for alignment among the 18 other government bodies and agencies that participated in the plan's development. In coordination with other partners, BPS will undertake a number of tasks to begin implementation of the Portland Plan and to build it into the City's annual budget process. As noted, the Comprehensive Plan update is the Bureau's largest single Portland Plan implementing project in the coming year.

Additional tasks and new practices that the Bureau must undertake include completion of intergovernmental agreements needed to implement the plan. Specifically, BPS anticipates developing agreements regarding long-range planning with the five school districts in Portland. The Bureau will need to create a mechanism, possibly in cooperation with PSU, for upkeep and refinement of the Portland Plan indicators and also will need to develop tracking and reporting mechanisms for the plan. The Bureau will continue to coordinate with organizations involved in public health including Multnomah County Health Department to continue work on incorporating consideration of health impacts into long-range plans. The Bureau expects to work closely with Office of Equity and Human Relations and the Office of Management and Finance to develop a shared work plan regarding the specific actions identified in the Portland Plan's Equity Framework. Specifically, BPS expects to work on development of approaches to tracking and evaluating the social equity impacts of public investments and programs.

Equity

In addition to work related to equity that is part of Portland Plan implementation, the Bureau will continue its work on equity issues. Portland has achieved demonstrable success in pursuing sustainable development but continues 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 for all Portlanders is a central component of the Bureau's work, and BPS is committed to integrating the social elements of sustainability into all aspects of its programs, policies and plans.

Summary of Budget Decisions

Reductions

6.7% Ongoing Reduction Packages

The Adopted Budget includes a reduction of $566,440 in ongoing General Fund resources.

OMF Interagency Adjustments

The package reflects a decrease of $102,544 in interagency costs resulting from decision packages in the Office of Management and Finance. An adjustment to the bureau's ongoing General Fund discretionary target was made to balance the decreased costs.

Non-Represented Merit Freeze

The package reflects a decrease of $26,750 in personnel services costs resulting from a freeze on merit increases in FY 2012-13 for non-represented employees making more than $45,000 per year.

Additions

Comprehensive Plan

The City is under a State mandate to submit an updated Comprehensive Plan to the State Department of Land Conservation and Development (LCDC) by October 2013. Completion of the Comprehensive Plan update also is a priority action item in the Portland Plan. During the Portland Plan process, a significant amount of work has been completed on the Comprehensive Plan, enabling the project to be completed in this aggressive timeframe.

The $352,028 in one-time funds are for staff and professional services to perform required technical analysis and facilitation. Funding also continues the successful arrangement used in the Portland Plan, where BPS has provided funding to the City's Diversity in Civic Leadership member organizations so they are able to assist with targeted outreach and engagement with their communities, groups that are typically underrepresented in City processes.

West Hayden Island

This $51,018 funding provides additional staff time that is critical to complete the West Hayden Island project. This involves an extended period of public outreach for hearings at the Planning and Sustainability Commission and City Council and tasks to finalize agreements and respond to potential appeals.

Youth Planning

The Youth Planning Program hires youth ages 14-21 to work alongside planners and sustainability professionals with the goal of engaging youth in planning and civic life in an empowered way. Youth 18 and under make up one-quarter of Portland's population, while youth 25 and under make up one-third. This $63,726 funding implements part of the Portland Plan, specifically support for career pathways for youth and incorporation of underrepresented voices, such as those of youth, found in the plan's Equity Framework and Thriving Educated Youth strategy.

Budget Notes

Restructuring of Operational Zones

Council directs bureaus with operational zones in the City, including the Police Bureau, Fire & Rescue, Parks & Recreation, Bureau of Transportation, and the Office of Neighborhood Involvement, to review the borders of those zones and collaborate with the Bureau of Planning and Sustainability on aligning those boundaries where appropriate.

Comprehensive & Strategic Planning

Description

The Comprehensive & Strategic Planning program encompasses a range of programs, projects, and services in BPS that create policies and plans that are citywide in their impact rather than focused on specific geographical locations throughout Portland.

Goals

This program supports the bureau goals of creating a thriving and resilient City, equity and opportunity, creating healthy connected neighborhoods, creating City greenways, and promoting prosperity and affordability.

Performance

Reaching a capture rate of greater than 30% of the development of new housing in the region is important for the vitality of Portland neighborhoods as well as for regional climate change and compact growth objectives.

Changes to Services and Activities

FY 2012-13 decision packages will allow the program to complete the West Hayden Island project and produce a public review draft of the State-mandated Comprehensive Plan update.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	25.07	24.00	17.65	15.55	16.55
Expenditures					
Comprehensive & Strategic Planning	0	849,394	1,083,796	904,272	904,272
Intergovernmental Coordination	336,788	6,804	0	0	0
Measure 37	6,536	0	0	0	0
Portland & Comprehensive Plan	1,021,693	1,459,242	2,445,117	1,413,397	1,413,397
River Renaissance Initiative	6,615	0	0	0	0
Strategic Planning	517,827	29,263	0	0	0
Total Expenditures	**1,889,459**	**2,344,703**	**3,528,913**	**2,317,669**	**2,317,669**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Effectiveness					
Percent of housing built in four-county region within City of Portland limits	28%	33%	30%	32%	32%

Administration & Support

Description

Administration & Support reflects a broad array of services and skills that contribute to an effective, well-functioning organization. These include leadership by the Bureau Director, communications services, and day-to-day support of finance, personnel and administrative staff. Additionally, the general materials and services associated with operating a large organization are reflected in this budget.

Goals

The program works to make BPS's operations run as efficiently and smoothly as possible in support of the overall bureau goal of creating a prosperous, educated, healthy and equitable City.

Performance

BPS continues to meet stringent federal requirements for grant compliance through its administration of several large federal grants. In internal administration, BPS conducted a qualitative survey of customer service in 2012 and is now implementing changes to address the identified areas for improvement.

Changes to Services and Activities

In 2012 BPS realigned staff to integrate human resources functions with payroll and financial management.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	11.75	17.80	12.90	11.65	11.65
Expenditures					
Administration	1,652,844	650,182	322,648	0	0
Bureau Operating Costs	445,817	1,881,564	2,237,684	941,877	941,877
Business Services	179,791	(7,149)	352,475	695,267	695,267
Communications	884,467	116,499	98,157	0	0
Director's Office	699,410	458,867	339,960	349,524	349,524
Operations	792,307	228,872	0	0	0
Technical Administrative Support	0	3,114	0	124,651	124,651
Total Expenditures	**4,654,637**	**3,331,949**	**3,350,924**	**2,111,319**	**2,111,319**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Effectiveness					
Citywide Livability Rating	83%	80%	81%	80%	80%
Overall Rating - Planning for Future Land Use	43%	40%	40%	42%	40%
Percent of residents rating the attractiveness of new residential development good or very good	53%	61%	62%	63%	63%
Workload					
Grants and contracts awarded	$4,234,869	$6,209,678	$14,289,000	$7,950,000	$7,950,000

Specialized Planning

Description

The program is responsible for ongoing City compliance with state and regional environmental land use policies. This group also updates City natural resources and environmental quality policies and programs. Current priorities include leading the City's Natural Resources Inventory (NRI) update, completing the Citywide Tree Policy Review and Regulatory Improvement Project, coordinating the City's compliance with the Metro Title 13 Nature in Neighborhoods program, and leading a project to update City policies and codes relating to invasive plants. The program is responsible for updating area-specific natural resource inventories, evaluating environmental program options, and providing technical expertise to other planning projects such as the River Plan, West Hayden Island, and the Comprehensive Plan update.

Goals

This program supports the bureau goals of creating a thriving and resilient City, equity and opportunity, creating healthy connected neighborhoods, creating City greenways, and promoting prosperity and affordability.

Performance

This program will complete the River Plan North Reach in FY 2011-12. It will continue River Plan Central Reach as part of CC2035, as well as provide support to the West Hayden Island project, the Comprehensive Plan update, and other bureau projects.

Changes to Services and Activities

There are no significant changes.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	7.88	1.00	2.90	1.90	1.90
Expenditures					
Code Development	687,244	20,959	0	0	0
Economic Development Planning	104,907	72,267	0	0	0
Environmental Planning	432,865	224,974	199,872	172,920	172,920
Historic Preservation	180,743	14,911	0	0	0
Specialized Planning	10,000	0	0	0	0
Urban Design	297,253	(6,215)	0	0	0
Total Expenditures	**1,713,012**	**326,896**	**199,872**	**172,920**	**172,920**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Effectiveness					
Percent of significant natural resources protected through non-regulatory and/or regulatory measures	80%	80%	81%	81%	81%

Area Planning

Description

The Area Planning program works in geographically specific sections of the City. Sometimes referred to as "place-making", the focus of long-range area planning is to guide the growth and development, vitality and livability of districts, neighborhoods, corridors, streets and other locations in Portland. While the work is focused on a geographic area, the benefits of a healthy, vibrant district ripple throughout the larger Portland region.

Goals

This program supports the bureau goals of creating a thriving and resilient City, equity and opportunity, creating healthy connected neighborhoods, creating City greenways, and promoting prosperity and affordability. This program plays a lead role in preparing the Comprehensive Plan and updating the Central City plan (CC2035). The program leads the bureau's work on health and education, the completion of the River Plan, the Youth Planning program, and several specific zoning legislative change packages.

Performance

The ratings for access to shopping are headed in a positive direction, but the citywide average does not reveal the unequal distribution of this access. Work in FY 2011-12 focused on foundational work to improve the likelihood of increased neighborhood-serving retail in East Portland along 122nd Avenue.

Changes to Services and Activities

The program will undertake the Youth Planning program and work on the Comprehensive Plan update. Grant funding allows the program to initiate a major planning project for SW Barbur St. corridor.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	26.92	26.70	25.63	20.70	20.95
Expenditures					
Area Planning	33,861	33,673	0	0	0
Central City Planning	1,059,255	1,233,632	1,110,815	994,090	994,090
District Planning	1,902,443	932,968	1,560,753	1,229,306	1,229,306
River Planning	404,137	358,405	344,164	345,267	345,267
Youth Program	0	54,351	128,564	53,726	63,726
Total Expenditures	**3,399,697**	**2,613,029**	**3,144,296**	**2,622,389**	**2,632,389**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Effectiveness					
Percent of residents rating neighborhood livability "good" or "very good"	88%	87%	86%	87%	85%
Percent of residents rating access to shopping and other services "good" or "very good"	74%	76%	75%	75%	74%

Policy, Research & Innovation

Description

The Policy, Research & Innovation Program provides research, analysis, technical assistance, demonstration projects, and policy and program development to advance City and bureau goals around an equitable, prosperous, and healthy, low-carbon community. This program was established as part of BPS's 2011 strategic plan process. Specifically, the program addresses:

- Climate change
- Historic resources
- Green building and development
- Ecodistricts
- Energy efficiency and renewable energy
- Food policy and programs
- City asset management

Efforts focus on policy, programs, and projects that support innovation and institutionalize sustainable practices. The program also staffs the Food Policy Council, monitors legislative issues related to sustainable development, and coordinates broad sustainability initiatives such as the City's Climate Action Plan.

Goals

Key goals for FY 2012-13 include providing content for the revision to the City's comprehensive plan, partnering with the private sector to improve the performance of commercial buildings, financing energy-efficiency renovations in 3,000 homes, and supporting Portland's ecodistricts.

Performance

Emissions of carbon dioxide, the primary cause of climate change, continue to decline in absolute terms, countering the national trend. This reflects a wide range of efforts by the City, businesses, residents, and many community partners to create walkable neighborhoods, reduce energy use, increase active transportation, and increase renewable energy sources like solar, wind, and biomass. The number of solar energy systems installed in Portland has quintupled in the past six years as a result of strong incentives, City outreach and technical assistance and innovative bulk-purchase efforts by neighborhood associations (the Solarize Portland initiatives).

Changes to Services and Activities

Important changes for FY 2012-13 include a focus on commercial building performance, ecodistricts and commercial solar projects.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	17.15	14.90	25.90	23.35	23.35
Expenditures					
Clean Energy	0	3,429,485	14,899,656	6,489,975	6,489,975
Climate Policy & Planning	823,509	172,394	81,000	379,577	379,577
Economic Development	131,287	50,540	0	0	0
Green Building & Development	1,774,840	855,075	880,019	772,850	772,850
Policy Analysis and Research	0	815,368	1,008,081	773,714	773,714

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
Policy, Research & Innovation	718,770	(519,197)	94,044	0	0
Sustainable City Government	927,507	1,362,358	234,164	124,156	124,156
Sustainable Food	116,642	104,788	122,244	112,996	112,996
Total Expenditures	**4,492,554**	**6,270,811**	**17,319,208**	**8,653,268**	**8,653,268**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Effectiveness					
Per capita residential energy use (million BTUs)	29.40	28.10	28.00	27.00	27.00
Number of certified green buildings in Portland	1,595	1,700	2,200	2,500	2,500
Utility savings to City from energy- and water-efficiency projects and waste and toxics reduction (million dollars)	$3.57	$3.54	$5.30	$5.40	$5.40
Percent of City electricity use from renewable resources	9.0%	9.5%	14.3%	15.0%	15.0%
Number of residential and commerical solar energy systems installed in Portland since 2006	1,168	1,471	1,800	2,200	2,200
Efficiency					
Percent reduction in local per capita CO2 emissions from 1990 levels	20%	22%	26%	27%	27%
Workload					
Number of development projects provided with green building assistance	16	16	15	20	20
Number of design and construction industry professionals trained in green building practices	768	1,163	1,000	1,000	1,000
Residents participating in urban agricultural projects	4,000	4,700	7,500	9,000	9,000

Waste Reduction & Recycling

Description

The Waste Reduction & Recycling program is responsible for the collection of solid waste, yard debris, and recyclable materials from residences and businesses within the Portland Urban Services Boundary. The program carries out City Council's policy direction to reduce waste, increase recycling and composting, and maintain high-quality garbage and recycling collection at reasonable rates.

Residential waste program responsibilities include franchising residential collection companies, enforcing service standards, setting rates, educating customers and promoting waste reduction and recycling in coordination with the Sustainability Education & Assistance program. The Solid Waste and Recycling Hotline fields about 18,000 calls each year from citizens, answering questions, resolving concerns, and providing guidance on curbside recycling. In 2011 a new Residential Composting program was implemented where households can include food scraps along with yard debris for weekly collection. Garbage collection was changed to every other week pickup to hold down costs for customers.

The commercial waste program establishes service standards, issues permits, and ensures compliance with the City's requirement that businesses recycle at least 75% of their waste by 2015. Commercial service is not franchised or rate regulated in Portland. The commercial program is also responsible for contracting for collection of public garbage and recycling cans in several business districts and for addressing garbage or recycling containers that are inappropriately stored by businesses in the public right-of-way.

Goals

The program works to achieve City Council's goal of recycling 75% of all solid waste by 2015.

Performance

The recycling rate among businesses has increased to 67% and preliminary data on the new curbside composting program suggests a sharp increase in the household recycling rate.

Changes to Services and Activities

In FY 2012-13, the Waste Reduction & Recycling program will conduct the five-year review of the franchise for residential collection and review the results of the first year of curbside compost collection.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	9.00	9.00	10.50	10.50	10.50
Expenditures					
Customer Services	(23,602)	29,422	0	0	0
Operations	787,563	732,928	0	0	0
Policy & Program Development	57,006	13,493	0	0	0
Solid Waste Commercial	0	31,684	1,150,083	979,046	979,046
Solid Waste Residential	0	48,449	1,067,570	1,422,840	1,422,840
Waste Reduction & Recycling	1,411,852	1,508,254	7,887	0	0
Total Expenditures	**2,232,818**	**2,364,230**	**2,225,540**	**2,401,886**	**2,401,886**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Effectiveness					
Percent of residential material diverted from wastestream	51%	51%	54%	57%	57%
Percent of commercial material diverted from wastestream	64%	69%	71%	73%	73%
Citizens' satisfaction with solid waste and recycling programs (percent rating "good" or "very good")	80%	78%	78%	80%	80%
Efficiency					
Typical residential garbage and recycling monthly bill, adjusted for inflation (2000 dollars)	$26.63	$27.85	$29.51	$29.60	$29.60
Workload					
Pounds of solid waste generated per household	1,252	1,248	1,235	1,225	1,225
Tons of solid waste generated by businesses	248,099	238,902	207,972	200,000	200,000

Sustainability Education & Assistance

Description

The Sustainability Education & Assistance program helps households and businesses make informed decisions about resource conservation, renewable energy, global warming, and pollution prevention. The team's responsibilities include design, development, coordination, execution and evaluation of public outreach and involvement programs, campaigns, and events.

Programs run by the Sustainability Education & Assistance team include:

- Business Sustainability Assistance
- Multifamily and Event Recycling
- Residential Outreach, Events, and Involvement, including Fix-It Fairs
- Sustainable City Government

The program also produces a number of major special events each year, such as public engagement meetings about the Climate Action Plan. In addition, the program coordinates BPS and inter-bureau participation at major events like the Better Living Show.

Goals

The Sustainable Education & Assistance programs support the City's goals to reduce carbon emissions 80% below 1990 levels by 2050, recycle 75 percent of all solid waste by 2015, and reduce per capita waste generation below 2005 levels by the year 2015. The program also advances BPS's goals of prosperity, affordability, and equity.

Performance

In FY 2012-13 the "residents reached by sustainable training and outreach" performance measure will drop back down to levels similar to previous years. The increase in FY 2011-12 was based on a major outreach effort lead by the bureau to support the new curbside collection system.

Changes to Services and Activities

There are no significant changes.

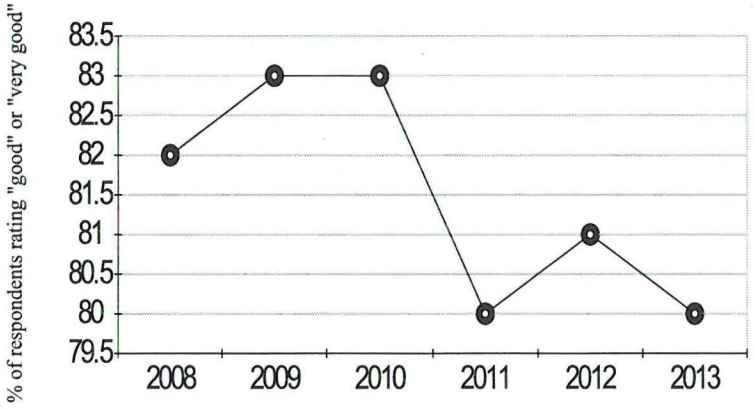
FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	21.80	19.90	20.07	18.10	18.10
Expenditures					
Business Sustainability Assistance	996,280	1,056,908	1,044,757	1,084,941	1,084,941
Communications	0	553,312	609,851	389,115	389,115
Multifamily	69,042	1,254	211,598	296,705	296,705
Residential Outreach	685,715	648,164	1,439,298	785,639	785,639
Sustainability Education & Assistance	55,364	66,773	130,208	136,879	136,879
Technical Outreach	228,271	142,303	11,988	0	0
Total Expenditures	**2,034,672**	**2,468,714**	**3,447,700**	**2,693,279**	**2,693,279**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Efficiency					
Cost per Fix-It Fair participant	$45.00	$65.00	$60.00	$58.00	$58.00
Workload					
Residents reached by sustainable training and outreach	61,648	71,290	150,000	90,000	90,000
Businesses reached by sustainability outreach and training	1,675	1,089	1,000	1,000	1,000
Number of multifamily units provided with recycling assistance	18,141	20,626	18,000	18,500	18,500
Bureaus assisted with sustainability projects	16	40	26	26	26
City employees provided with sustainability training	240	50	145	155	155
Citizens participating in workshops	2,475	2,135	2,100	2,200	2,200

Performance Measures

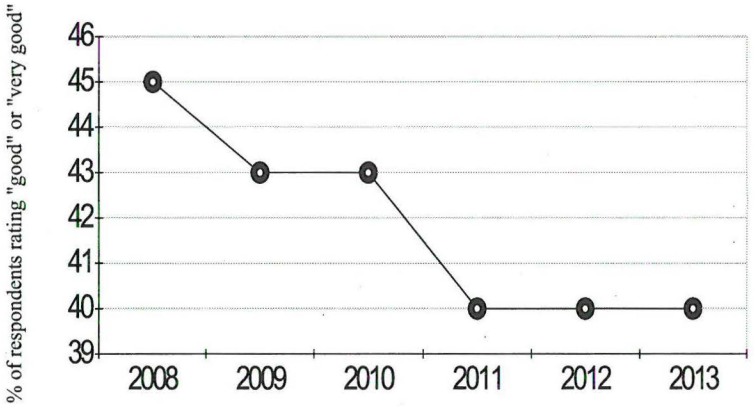
Citywide Livability Rating

Overall city livability ratings have remained fairly high, but some neighborhoods (particularly in East Portland) are significantly less satisfied with city livability than other neighborhoods.



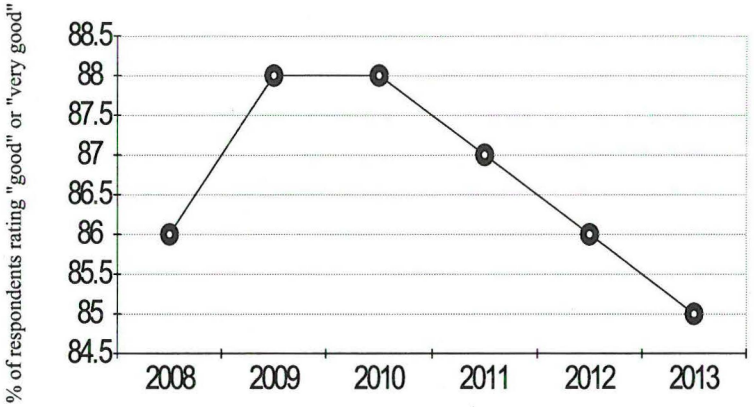
Overall Rating - Planning for Future Land Use

Residents' satisfaction with City planning for future land use increased in 2007-2008. A third of respondents remain neutral.



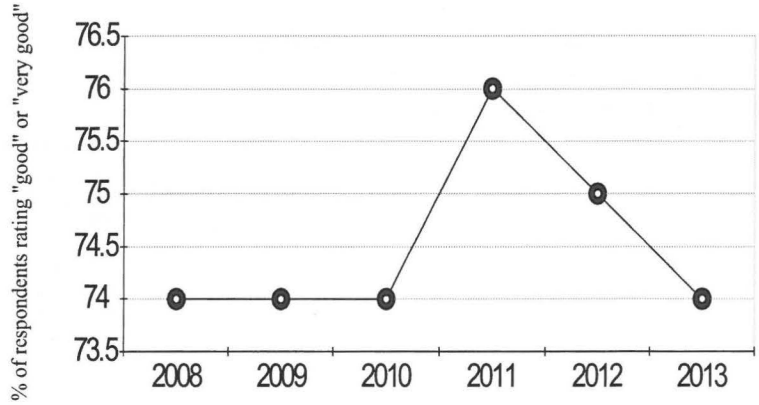
Neighborhood Livability Rating

In most areas of the city, citizens are more satisfied with neighborhood livability than city livability. However, neighborhood livability ratings are lower in East and Central Northeast Portland.



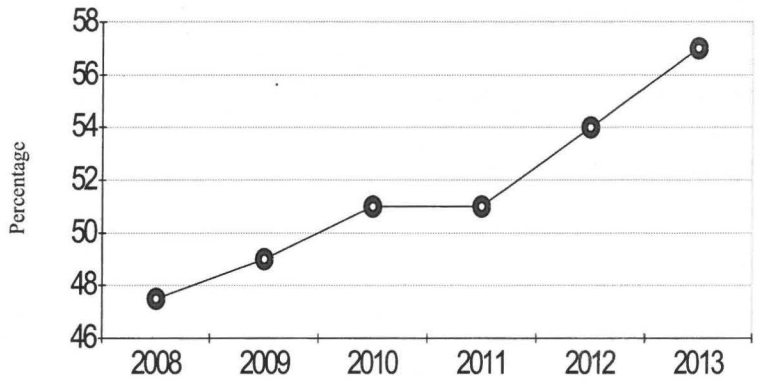
Access to Shopping and Other Services

Satisfaction with access to shopping and other services remains relatively high.



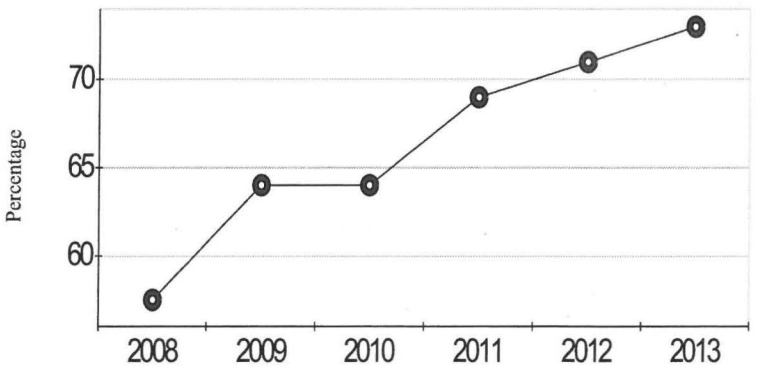
% of Residential Waste Diverted

City Council has adopted a 60% recycling goal for the City of Portland.



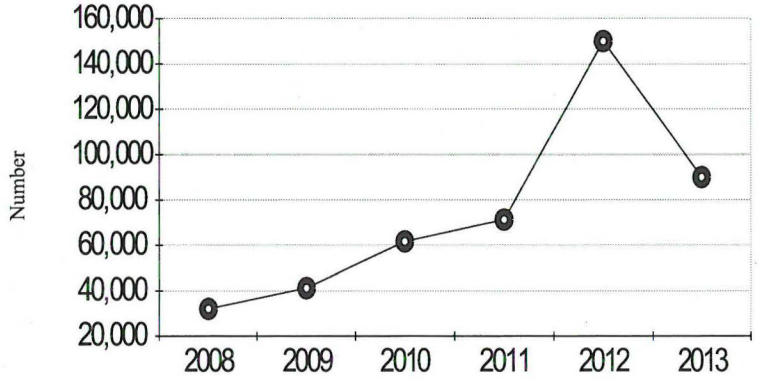
% of Commercial Waste Diverted

Because commercial solid waste comprises three-quarters of Portland's waste stream, increasing recycling rates for businesses is essential in meeting City Council's new 75% recycling goal.



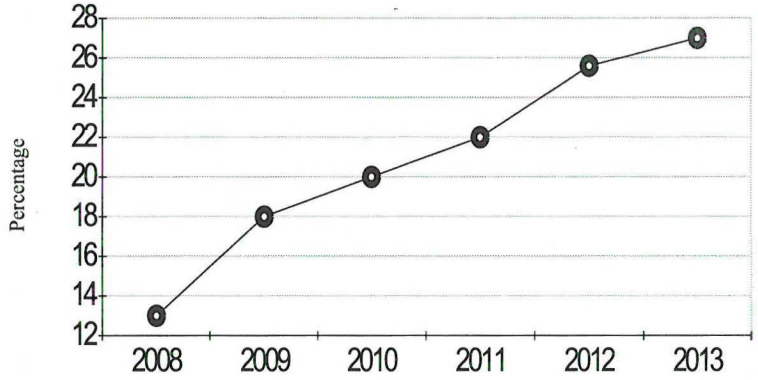
Residents Reached by Sustainable Outreach

BPS reaches more than 33,000 residents annually with outreach and education around sustainable practices.



% Reduction in per capita CO2 Emissions

Portland residents and businesses are making progress in reducing global warming pollution, but efforts need to accelerate if Portland is to do its part to meet the rising urgency of climate change.



	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
Resources					
External Revenues					
Licenses & Permits	2,331,097	2,511,304	2,595,699	2,553,721	2,553,721
Charges for Services	1,507,842	1,572,059	1,605,148	1,975,099	1,975,099
Intergovernmental	3,118,946	7,964,970	18,049,732	8,326,083	8,326,083
Miscellaneous	121,806	105,221	69,923	44,580	44,580
Total External Revenues	**7,079,692**	**12,153,554**	**22,320,502**	**12,899,483**	**12,899,483**
Internal Revenues					
General Fund Discretionary	9,222,272	7,746,798	8,600,721	7,407,231	7,417,231
General Fund Overhead	149,256	152,950	556,665	529,061	529,061
Fund Transfers - Revenue	1,468,142	99,516	101,082	0	2,874
Interagency Revenue	1,243,505	474,760	138,539	112,500	112,500
Total Internal Revenues	**12,083,175**	**8,474,024**	**9,397,007**	**8,048,792**	**8,061,666**
Beginning Fund Balance	4,269,894	2,073,349	3,255,826	1,646,642	1,646,642
Total Resources	**$23,432,761**	**$22,700,927**	**$34,973,335**	**$22,594,917**	**$22,607,791**
Requirements					
Bureau Expenditures					
Personnel Services	11,077,254	10,261,059	11,418,234	10,482,197	10,594,167
External Materials and Services	5,870,955	6,632,893	19,001,953	7,944,483	7,842,513
Internal Materials and Services	3,468,641	2,826,380	2,796,266	2,546,050	2,546,050
Total Bureau Expenditures	**20,416,850**	**19,720,332**	**33,216,453**	**20,972,730**	**20,982,730**
Fund Expenditures					
Debt Service	33,190	35,788	40,208	43,601	43,601
Contingency	0	0	0	1,287,899	1,290,773
Fund Transfers - Expense	909,372	227,167	148,316	155,783	155,783
Total Fund Expenditures	**942,562**	**262,955**	**188,524**	**1,487,283**	**1,490,157**
Ending Fund Balance	2,073,349	2,717,640	1,568,358	134,904	134,904
Total Requirements	**$23,432,761**	**$22,700,927**	**$34,973,335**	**$22,594,917**	**$22,607,791**
Programs					
Administration & Support	4,654,637	3,331,949	3,350,924	2,111,319	2,111,319
Area Planning	3,399,697	2,613,029	3,144,296	2,622,389	2,632,389
Comprehensive & Strategic Planning	1,889,459	2,344,703	3,528,913	2,317,669	2,317,669
Policy, Research & Innovation	4,492,554	6,270,811	17,319,208	8,653,268	8,653,268
Specialized Planning	1,713,012	326,896	199,872	172,920	172,920
Sustainability Education & Assistance	2,034,672	2,468,714	3,447,700	2,693,279	2,693,279
Waste Reduction & Recycling	2,232,818	2,364,230	2,225,540	2,401,886	2,401,886
Total Programs	**20,416,850**	**$19,720,332**	**$33,216,453**	**$20,972,730**	**$20,982,730**

Class	Title	Salary Range Minimum	Salary Range Maximum	Revised FY 2011-12 No.	Revised FY 2011-12 Amount	Proposed FY 2012-13 No.	Proposed FY 2012-13 Amount	Adopted FY 2012-13 No.	Adopted FY 2012-13 Amount
30000064	Accountant III	54,787	66,893	1.00	65,579	0.00	0	0.00	42
30000061	Accounting Technician	31,512	43,950	1.00	43,956	1.00	45,180	1.00	45,180
30000433	Administrative Specialist, Sr	41,974	64,626	3.00	155,304	3.00	159,182	3.00	159,182
30000436	Administrative Supervisor I	54,725	72,925	1.00	54,720	1.00	56,964	1.00	56,964
30000184	Code Specialist II	42,328	54,413	1.00	54,408	1.00	55,932	1.00	55,932
30000491	Community Outreach & Informtn Assistant	45,074	69,451	1.00	53,595	1.00	55,798	1.00	55,798
30000492	Community Outreach & Informtn Rep	54,725	72,925	4.00	269,044	5.50	377,266	5.50	377,266
30000506	Conservation Program Coordinator	60,341	80,475	3.00	218,867	3.00	223,134	3.00	223,134
30000507	Conservation Program Coordinator, Sr	63,378	84,635	6.00	428,962	5.00	394,498	5.00	394,498
30000509	Conservation Program Manager	75,109	100,048	1.00	90,662	1.00	94,372	1.00	94,372
30000505	Conservation Program Specialist	54,725	72,925	4.00	217,960	3.25	225,410	3.25	225,410
30000435	Executive Assistant, Director's	54,725	72,925	1.00	62,268	1.00	64,185	1.00	64,185
30000567	Financial Analyst	57,450	76,586	1.00	57,444	1.00	60,471	1.00	60,471
30000568	Financial Analyst, Sr	63,378	84,635	1.00	83,724	1.00	86,064	1.00	86,064
30000342	GIS Technician II	50,690	64,667	1.00	50,688	1.00	50,688	1.00	50,688
30000373	Graphics Designer III	61,568	78,645	1.00	78,648	1.00	78,648	1.00	78,648
30000212	Inf Syst Analyst II-GIS,Vertical	57,450	76,586	1.00	76,584	1.00	76,584	1.00	76,584
30000451	Management Analyst	57,450	76,586	3.00	200,091	3.00	223,229	3.00	223,229
30000452	Management Analyst, Sr	63,378	84,635	1.00	78,856	0.00	(4)	0.00	(4)
30000450	Management Assistant	45,074	69,451	2.00	125,664	2.00	129,206	2.00	129,206
30000012	Office Support Specialist II	31,512	43,950	3.00	131,868	3.00	131,868	3.00	131,868
30000383	Planner II. City-Economic	59,259	68,453	1.00	59,256	1.00	61,929	1.00	61,929
30000385	Planner II. City-Land Use	59,259	68,453	9.00	597,648	7.15	491,328	7.15	491,328
30000389	Planner II. City-Urban Design	59,259	68,453	1.00	68,448	1.00	68,448	1.00	68,448
30000375	Planner, Associate	48,880	56,576	2.00	97,752	0.00	0	0.00	0
30001053	Planner, Chief	111,946	156,354	1.00	149,232	1.00	154,290	1.00	154,290
30000725	Planner, Principal	86,840	117,686	2.50	224,525	2.00	222,316	2.00	222,316
30000391	Planner, Sr City-Economic	61,568	78,645	1.00	78,648	1.00	78,648	1.00	78,648
30000392	Planner, Sr City-Environmental	61,568	78,645	1.00	78,648	1.00	78,648	1.00	78,648
30000393	Planner, Sr City-Land Use	61,568	78,645	8.00	619,946	8.00	626,712	8.00	626,712
30000397	Planner, Sr City-Urban Design	61,568	78,645	1.00	78,648	1.00	78,648	1.00	78,648
30000724	Planner, Supervising	75,109	100,048	2.50	248,999	3.00	291,576	3.00	291,576
30001054	Planning & Sustainability Director	129,834	186,056	1.00	183,534	1.00	186,060	1.00	186,060
30000464	Program Coordinator	60,341	80,475	1.00	71,208	1.00	71,208	1.00	71,208
30000466	Program Manager, Sr	75,109	100,048	1.00	86,599	1.00	90,151	1.00	90,151
30000463	Program Specialist	54,725	72,925	1.00	61,594	1.00	64,118	1.00	64,118
30000462	Program Specialist, Assistant	45,074	69,451	3.00	162,924	3.00	168,989	3.00	168,989
30000495	Public Information Officer	63,378	84,635	1.00	72,180	1.00	74,650	1.00	74,650
30000508	Solid Waste & Recycling Program Manager	75,109	100,048	1.00	100,044	1.00	100,044	1.00	100,044
30001509	Web Designer	45,074	69,451	1.00	58,036	1.00	60,416	1.00	60,416
TOTAL FULL-TIME POSITIONS				81.00	5,696,761	74.90	5,556,854	74.90	5,556,896
30000447	Business Systems Analyst, Assistant	45,074	69,451	0.90	25,332	0.80	46,280	0.80	46,280
30000338	Environmental Technician II	50,690	64,667	0.90	58,200	0.90	58,200	0.90	58,200
30000385	Planner II. City-Land Use	59,259	68,453	1.80	114,936	1.70	118,632	1.70	118,632
30000462	Program Specialist, Assistant	45,074	69,451	0.90	33,864	0.60	38,912	0.60	38,912
TOTAL PART-TIME POSITIONS				4.50	232,332	4.00	262,024	4.00	262,024
30000063	Accountant II	49,754	60,798	0.50	24,876	1.00	55,212	1.00	55,212
30000433	Administrative Specialist, Sr	41,974	64,626	1.92	91,902	2.00	103,689	2.00	103,689
30000492	Community Outreach & Informtn Rep	54,725	72,925	2.75	182,400	1.50	106,535	1.50	106,535
30000506	Conservation Program Coordinator	60,341	80,475	2.00	148,068	2.00	153,288	2.00	153,288

Class	Title	Salary Range Minimum	Salary Range Maximum	Revised FY 2011-12 No.	Revised FY 2011-12 Amount	Proposed FY 2012-13 No.	Proposed FY 2012-13 Amount	Adopted FY 2012-13 No.	Adopted FY 2012-13 Amount
30000507	Conservation Program Coordinator, Sr	63,378	84,635	2.00	169,272	1.00	87,000	1.00	87,000
30000505	Conservation Program Specialist	54,725	72,925	4.58	302,370	4.00	281,529	4.00	281,529
30000567	Financial Analyst	57,450	76,586	0.90	39,156	1.00	45,288	1.00	45,288
30000372	Graphics Designer II	50,690	64,667	1.75	102,684	1.00	64,668	1.00	64,668
30000450	Management Assistant	45,074	69,451	2.00	85,892	1.50	91,060	1.50	91,060
30000385	Planner II. City-Land Use	59,259	68,453	2.00	136,896	1.85	126,624	1.85	126,624
30000375	Planner, Associate	48,880	56,576	2.00	113,160	0.50	28,296	1.50	84,876
30000393	Planner, Sr City-Land Use	61,568	78,645	0.83	65,540	1.00	78,648	1.00	78,648
30000396	Planner, Sr City-Transportation	61,568	78,645	1.00	78,648	1.00	72,768	1.00	72,768
30000724	Planner, Supervising	75,109	100,048	1.00	100,044	1.00	100,044	1.00	100,044
30001658	Plg & Sust Policy, Rsrch & Oper Mgr	93,288	130,291	0.92	106,491	1.00	120,936	1.00	120,936
30000464	Program Coordinator	60,341	80,475	1.00	67,416	0.00	0	0.25	16,848
30000466	Program Manager, Sr	75,109	100,048	1.00	75,108	0.00	0	0.00	0
30000462	Program Specialist, Assistant	45,074	69,451	1.90	88,860	1.50	96,886	1.50	96,886
TOTAL LIMITED TERM POSITIONS				30.05	1,978,783	22.85	1,612,471	24.10	1,685,899
GRAND TOTAL				115.55	7,907,876	101.75	7,431,349	103.00	7,504,819

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

Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2012-13	21,211,692	0	21,211,692	104.25	FY 2012-13 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	(362,972)	0	(362,972)	(1.75)	4% reduction
	(151,734)	0	(151,734)	(1.40)	2% reduction to 6% total
	(51,734)	0	(51,734)	(0.35)	Portion of 2% reduction to 8% total
	(102,544)	0	(102,544)	0.00	OMF interagency adjustments
	0	352,028	352,028	0.50	State mandated comprehensive plan
	0	51,018	51,018	0.50	West Hayden Island
	0	53,726	53,726	0.00	Youth planning
	0	(26,750)	(26,750)	0.00	Non-represented merit freeze
Approved Budget Additions and Reductions					
	0	10,000	10,000	0.00	Additional funding for youth planners
	0	0	0	1.00	Add 1.00 FTE Associate Planner
	0	0	0	0.25	Add 0.25 FTE Youth Planning Coordinator
Adopted Budget Additions and Reductions					
	0	0	0	0.00	None
	(668,984)	**440,022**	**(228,962)**	**(1.25)**	**Total FY 2012-13 Decision Packages**
			20,982,730	**103.00**	**Total Adopted Budget**

Office for Community Technology

Community Development Service Area

Summary of Budget Decisions

The Adopted Budget enhances, streamlines, and strengthens the Office for Community Technology (OCT) by consolidating it with the City's Revenue Bureau in the Office of Management and Finance while preserving the core programmatic functions of the OCT.

The consolidation generates ongoing General Fund savings of $176,374 through the elimination of the Director's position and the office's rent budget.

One-time funds are added for separation costs and the move of the staff to the Revenue Bureau's office.

OCT's General Fund appropriation is further reduced by $64,663 for various materials and services line items, but the office's budget is also increased by $7,185 ongoing for the purposes of advocacy and auditing.

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

Office for Community Technology

Community Development Service Area

	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
Resources					
External Revenues					
Licenses & Permits	4,614,263	3,185,698	1,486,815	0	0
Charges for Services	38,000	1,665,465	3,863,170	0	0
Miscellaneous	84,476	32,421	58,000	0	0
Total External Revenues	**4,736,739**	**4,883,584**	**5,407,985**	**0**	**0**
Internal Revenues					
General Fund Discretionary	1,880,830	1,571,311	2,050,669	0	0
Fund Transfers - Revenue	867	919	636	0	0
Interagency Revenue	290,579	288,051	366,571	0	0
Total Internal Revenues	**2,172,276**	**1,860,281**	**2,417,876**	**0**	**0**
Beginning Fund Balance	5,837,979	6,295,607	4,811,493	0	0
Total Resources	**$12,746,994**	**$13,039,472**	**$12,637,354**	**$0**	**$0**
Requirements					
Bureau Expenditures					
Personnel Services	986,253	999,534	1,055,196	0	0
External Materials and Services	5,025,195	5,021,047	8,077,187	0	0
Internal Materials and Services	421,271	446,294	559,253	0	0
Total Bureau Expenditures	**6,432,719**	**6,466,875**	**9,691,636**	**0**	**0**
Fund Expenditures					
Contingency	0	0	745,000	0	0
Fund Transfers - Expense	18,668	17,144	28,549	0	0
Total Fund Expenditures	**18,668**	**17,144**	**773,549**	**0**	**0**
Ending Fund Balance	6,295,607	6,555,453	2,172,169	0	0
Total Requirements	**$12,746,994**	**$13,039,472**	**$12,637,354**	**$0**	**$0**
Programs					
Area Planning	20	0	0	0	0
Cable Communications	5,659,335	5,733,369	8,867,314	0	0
Franchise Management	773,364	733,506	824,322	0	0
Total Programs	**6,432,719**	**$6,466,875**	**$9,691,636**	**$0**	**$0**

Class	Title	Salary Range Minimum	Salary Range Maximum	Revised FY 2011-12 No.	Revised FY 2011-12 Amount	Proposed FY 2012-13 No.	Proposed FY 2012-13 Amount	Adopted FY 2012-13 No.	Adopted FY 2012-13 Amount
30000425	Cable/Franchise Director	93,288	130,291	1.00	130,296	0.00	0	0.00	0
30000704	Cable/Franchise Operations Manager	80,787	107,557	1.00	107,556	0.00	0	0.00	0
30000703	Cable/Franchise Program Manager	66,602	89,107	1.90	140,604	0.00	0	0.00	0
30000568	Financial Analyst, Sr	63,378	84,635	1.00	84,636	0.00	0	0.00	0
30000013	Office Support Specialist III	40,310	51,896	1.00	51,900	0.00	0	0.00	0
30000464	Program Coordinator	60,341	80,475	1.00	78,126	0.00	0	0.00	0
30000463	Program Specialist	54,725	72,925	2.00	137,829	0.00	0	0.00	0
TOTAL FULL-TIME POSITIONS				8.90	730,947	0.00	0	0.00	0
TOTAL PART-TIME POSITIONS				0.00	0	0.00	0	0.00	0
TOTAL LIMITED TERM POSITIONS				0.00	0	0.00	0	0.00	0
GRAND TOTAL				8.90	730,947	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 Appropriations Level (CAL) requirements.

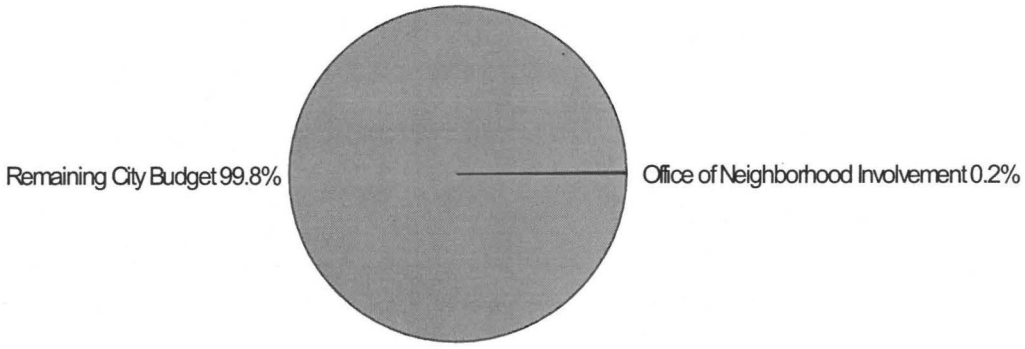
Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2012-13	9,228,218	0	9,228,218	8.80	FY 2012-13 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	0
Mayor's Proposed Budget Decisions					
	(31,854)	0	(31,854)	0.00	Cable Regulatory Services materials and services cut
	(36,592)	0	(36,592)	0.00	Portland Community Media materials and services cut
	(15,532)	0	(15,532)	0.00	Utility Management materials and services cut
	(278,322)	209,150	(69,172)	(1.00)	Elim. Director and rent; add separation & move costs
	0	(3,348)	(3,348)	0.00	Non-represented merit freeze
	(9,332)	0	(9,332)	0.00	OMF interagency adjustments
	7,185	0	7,185	0.00	Additional funds for auditing
	(8,863,771)	(205,802)	(9,069,573)	(7.80)	Transfer OCT to Revenue Bureau
Approved Budget Additions and Reductions					
	0	0	0	0.00	None
Adopted Budget Additions and Reductions					
	0	0	0	0.00	None
	(9,228,218)	**0**	**(9,228,218)**	**(8.80)**	**Total FY 2012-13 Decision Packages**
			0	**0.00**	**Total Adopted Budget**

Office of Neighborhood Involvement

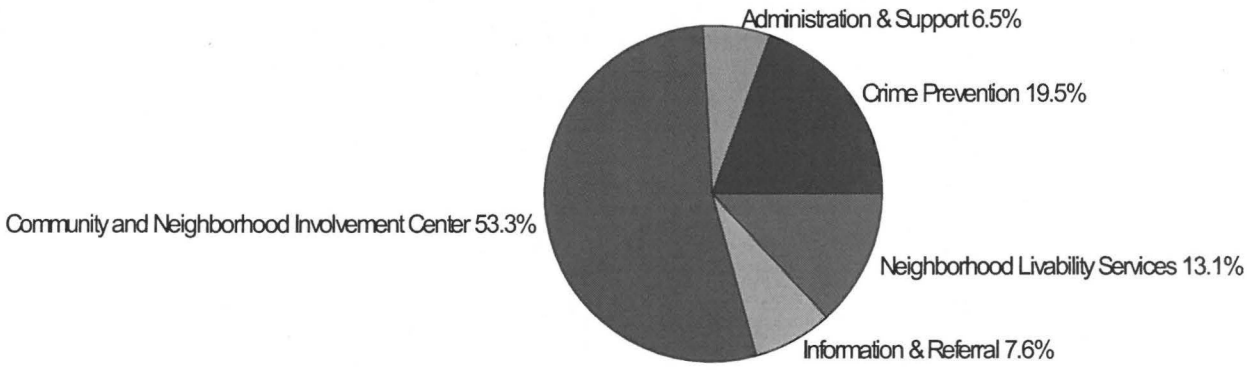
Community Development Service Area

Amanda Fritz, Commissioner-in-Charge
Amalia Alarcon de Morris, Director

Percent of City Budget

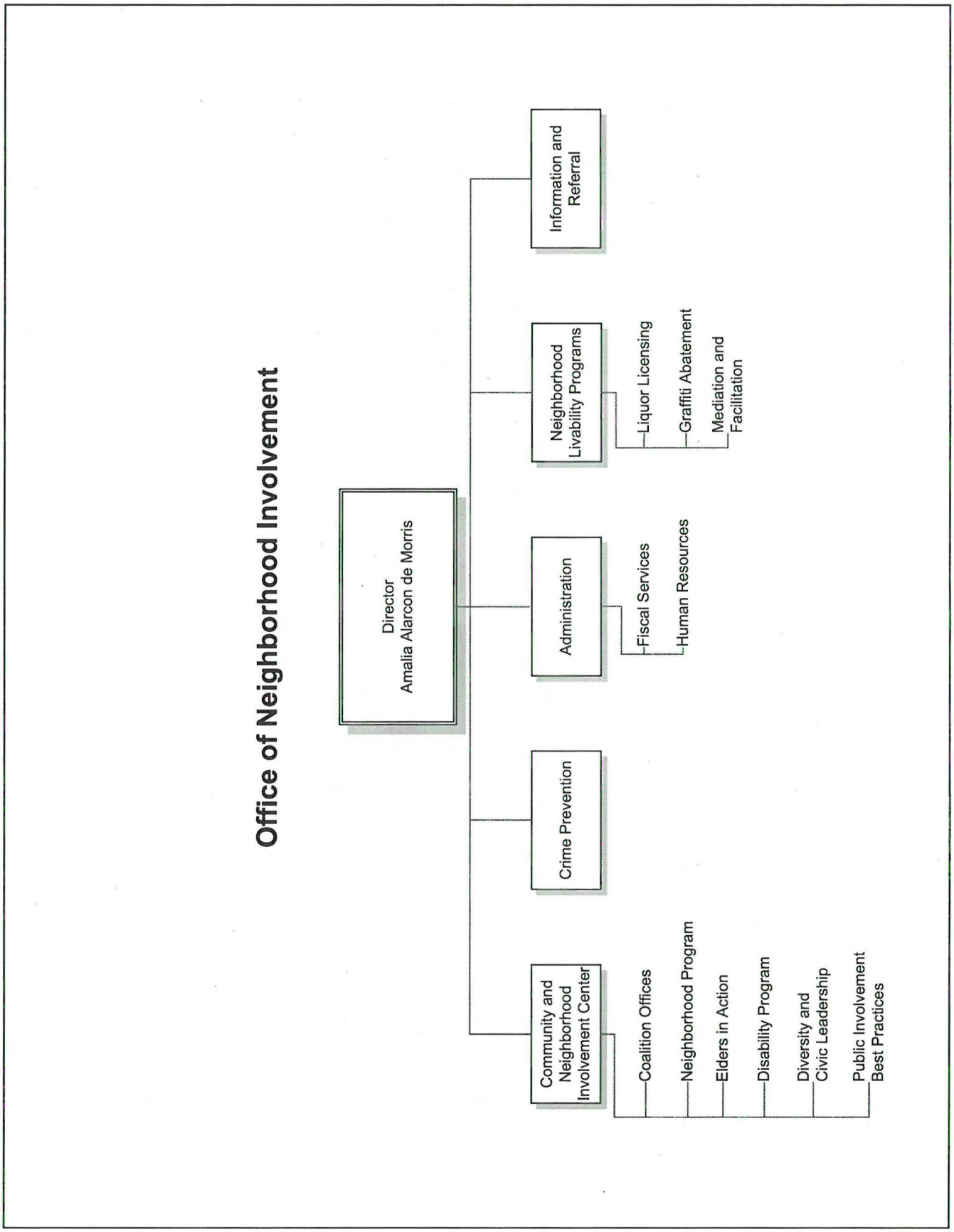


Bureau Programs



Bureau Overview

Requirements	Revised FY 2011-12	Adopted FY 2012-13	Change from Prior Year	Percent Change
Operating	7,370,972	7,046,013	(324,959)	(4.41)
Capital	0	0	0	0.00
Total Requirements	**7,370,972**	**7,046,013**	**(324,959)**	**(4.41)**
Authorized Positions	39.26	36.25	(3.01)	(7.66)


Office of Neighborhood Involvement
Director
Amalia Alarcon de Morris
Information and Referral
Neighborhood Livability Programs
Liquor Licensing
Graffiti Abatement
Mediation and Facilitation
Administration
Fiscal Services
Human Resources
Crime Prevention
Community and Neighborhood Involvement Center
Coalition Offices
Neighborhood Program
Elders in Action
Disability Program
Diversity and Civic Leadership
Public Involvement Best Practices

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.

Bureau Organization

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

Community and Neighborhood Involvement Center (formerly Neighborhood Resource Center)

Services and programs include:

- Civic Engagement and Leadership Development, consisting of the Neighborhood program, Diversity and Civic Leadership (DCL) program, Disability program, and the Elders in Action program
- Public Involvement Best Practices, whose services include the coordination of the Public Involvement Advisory Council (PIAC), coordination of the Citywide Public Involvement Network (CPIN), and technical assistance on public involvement best practices.

Crime Prevention Center

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

Information and Referral (I&R) Program

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

Neighborhood Livability Services

The goal of the program center is to provide a range of problem solving tools, resources and technical assistance to achieve a positive impact on livability and nuisance issues in the community. Programs and services include:

- Graffiti Abatement program
- Liquor Licensing program
- Neighbor Mediation and Facilitation program

Administration

Services include strategic direction and policy, budget and financial management, and personnel management and support.

Strategic Direction

Introduction

Portland is fortunate to have people who care passionately about their community and participate actively in civic governance. Neighborhood associations, district coalitions, DCL organizations, and ONI have served as key partners in promoting public participation in government and cultivating community leadership. ONI's strategic direction focuses on continuing to build and support that capacity and further expanding civic engagement.

Expanding Civic Engagement - Applying an Equity Lens

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

ONI also supports the organizing and capacity building efforts of historically under-engaged communities. Strengthening the neighborhood system and supporting under-engaged groups' efforts are both critical to 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 process. Progress on the Five Year Plan continues to be impacted due to budget cuts and funding limitations, but the goals and recommendations continue to be the foundation of ONI's work. These goals were incorporated into ONI's strategic planning process to refine the bureau's mission and develop the bureau's goals.

ONI, in partnership with its Bureau/Budget Advisory Committee (BAC) continued to use the mission and goals to develop the FY 2012-13 budget. This year the BAC prioritized preserving as many existing staff within ONI and partner organizations as possible in order to sustain the progress on our goals.

Service Improvement Plan

ONI identified the following service areas for improvement for FY 2012-13:

Coordinate implementation of the Five Year Plan to Increase Community Involvement - Address issues through ONI's Standards

The ONI Community and Neighborhood Involvement Center will seek Council approval to update the process for community engagement to review and develop recommendations for changes to ONI's Standards for Neighborhood System. With approval, ONI can initiate subcommittees to be identified by ONI's Bureau Advisory Committee to address significant policy issues impacting ONI programs. To that end, ONI will initiate a community-driven review of the first five years of the DCL program with the goal of codifying the relationship with the non-neighborhood-based partner organizations.

Identify and implement service improvements made possible by the Crime Prevention program's move into a central, shared office space

At the beginning of FY 12-13, the Crime Prevention Program will have recently moved into their new office space. It is anticipated that the staff will identify and implement numerous service improvements, both large and small, that would not have been possible when the staff was still spread out over eight different offices.

Summary of Budget Decisions

Overview

In developing the FY 2012-13 budget, ONI's Bureau Advisory Committee (BAC) expanded to become the Bureau/Budget Advisory Committee that included the participation and regular attendance of management, staff, labor, coalitions, neighborhoods, DCL participants, Commissioner Fritz and her staff, representatives from community partners, and the general public. BAC participants engaged in over 18 hours of meetings in addition to planning meetings between November 2011 and February 2012. This was in addition to significant time and work in between meetings conducting evaluations of program budgets, developing cut proposals, and engaging with stakeholders for feedback. The end result was a budget request achieved through consensus decision-making with stakeholders representing very diverse programs and with potentially competing interests in a very difficult budget climate.

Since FY 2009-10, General Fund one-time funding which supported specific ONI programs in prior years was no longer continued. ONI realigned funding to support the bureau's core programs, and Council approved one-time funding to continue programs that are important to the City and have served important community needs for many years: the Neighborhood Grants, Neighbor Mediation and Facilitation, Graffiti Abatement, and East Portland Action Plan programs. These programs are all continued into FY2012-13.

The Budget includes restoration of some of the cuts initially offered, including cuts to the Disability Program and Elders in Action due to their role in achieving the City's equity goals; preservation of a Crime Prevention position; inflationary increases to ONI's partner organizations; and partial restoration of cuts to the Mediation and Facilitation program.

Ranking of ONI Programs

ONI and its BAC, for the fourth year in a row, have completed a prioritization of the bureau's programs based on criteria of being core to ONI's mission and serving community needs. The programs have been ranked as follows:

1. Civic Engagement and Leadership Development
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

The BAC was committed to limiting staff loss at ONI and its partners, 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. The BAC evaluated all ONI programs for potential cuts rather than risk elimination of one or more programs. The BAC was also committed to preserving programs that were most core to ONI's mission and goals. Although the BAC strived to maintain the momentum of these newer programs, in a climate of budget reductions, the group recognized that some difficult sacrifices were necessary related to the Neighborhood Small Grants program and other core programs in order to meet the deep cuts required.

Budget Decisions

Neighborhood Grants

Reduction of $99,318 in ongoing funding for the Neighborhood Grants program retaining just enough to maintain staffing support at District Coalitions. However, the Budget also provides $93,855 in one-time resources to retain some funding for the Neighborhood Grants program. The grants provide neighborhood and community-based organizations opportunities to build community, attract new and diverse membership, and sustain those already involved. The grant program has experienced demands that far exceed funds available. In the first five years of program funding, 443 projects were funded totaling $829,354 with an average project award of $1,812. These projects leveraged an additional $4,489,544 towards community building efforts across Portland. The Budget retains roughly one-half of program funding as the remaining ongoing funding is eliminated.

Crime Prevention Staff Reduction

The budget eliminates 0.5 FTE Office Support Specialist II. However, $71,494 is restored to retain the 1.0 FTE Crime Prevention Program Administrator previously planned for elimination. The overall reduction to the program is ($27,604).

Mediation and Facilitation

The funding maintains $104,692 in one-time resources to retain free neighbor mediation services and collaborative decision-making and problem solving for groups and communities in conflict. Funding for the program is reduced by ($25,984) ongoing due to the elimination of the interagency with the Portland Housing Bureau for facilitation and support for the siting of residential facilities. This funding supported the volunteer development for the facilitation services available through Resolutions Northwest so will impact the ability to sustain both mediation and facilitation services at current levels. However, the budget restores additional cuts that were originally proposed for the program of $20,230.

Continuation of Graffiti Abatement Program

The funding maintains $447,232 one-time resources for graffiti abatement efforts. The abatement program funding provides:

- retention of internal staffing for enforcement, education, and enhanced volunteer coordination;
- supplies for volunteer cleanups; and
- graffiti removal on certain qualifying private properties.

ONI has focused on more volunteer cleanups throughout the city to leverage limited funding which has resulted in more frequent volunteer cleanups, neighborhood groups organizing for ongoing graffiti abatement, and cleanup at chronic problem sites. Since funded with dedicated staff to focus on outreach, education, and organizing of volunteer cleanup activities, there has been a significant increase in volunteers engaged in the program, more than doubling the number of cleanups from the prior year and increasing by over 500 additional volunteers in 2011.

Enhanced funding for the summer youth walking crews and the community grants program are not continued this year. However, ONI is exploring potential options to continue some of the work at a reduced capacity.

Continuation of East Portland Action Plan

The budget maintains $279,692 in one-time resources to maintain support for implementation of the East Portland Action Plan at the same funding level as FY 2011-12. The resources will fund an advocate position, operating expenses, community grants, and priority projects.

Other Changes including Partner Organization 1% Reductions

The budget includes reductions to the Community and Neighborhood Involvement Center and ONI materials and services, impacting the ability to support programs and respond to unanticipated expenses. In addition, the budget contains reductions to partner contracts of approximately 1%, including District Coalitions and Diversity and Civic Leadership partners. The inflationary increases previously offered for reduction were restored. The total of these reductions amount to ($61,375) ongoing.

The budget also increases liquor licensing revenues by $12,576 to fund an increased amount of the administrative support staff (OSSII), eliminating Crime Prevention's allocation of that support. All ONI internal programs eliminated the inflation increases to materials and services.

Non-Represented Merit Pay Freeze

Savings of ($10,548) are realized due to a delay in cost of living adjustments (COLA) for 11 months and freezing merit increases for all non-represented employees with a salary of over $45,000 per year.

Office of Management and Finance IA Savings

The package reflects a decrease of ($25,789) in interagency costs resulting from decision packages in the Office of Management and Finance. An adjustment to the bureau's ongoing General Fund discretionary target was made to balance the decreased costs.

Carryover Funding

A total of $104,000 in funding is carried forward from FY2012 from Liquor Licensing, Disability and Graffiti budgets to fund: Livability database improvements, Volunteer Emergency Registry Communications, Liquor License activities and Graffiti grants and supplies.

Budget Notes

Ongoing Funding for Graffiti Abatement

One-time funding in the FY 2012-13 budget dedicated to the Graffiti Abatement program in the Office of Neighborhood Involvement shall become ongoing funding in the FY 2013-14 budget cycle. The Office of Management and Finance is directed to add $447,232 to the ONI current appropriation level target for FY 2013-14.

Ongoing Funding for Resolutions Northwest

One-time funding in the FY 2012-13 budget dedicated to Resolutions Northwest as administered through the Office of Neighborhood Involvement shall become ongoing funding in the FY 2013-14 budget cycle. The Office of Management and Finance is directed to add $104,692 to the ONI current appropriation level target for FY 2013-14.

Restructuring of Operational Zones

Council directs bureaus with operational zones in the City, including the Police Bureau, Fire & Rescue, Parks & Recreation, Bureau of Transportation, and the Office of Neighborhood Involvement, to review the borders of those zones and collaborate with the Bureau of Planning and Sustainability on aligning those boundaries where appropriate.

Crime Prevention

Description

The Crime Prevention program is designed to involve neighbors in community policing efforts. Crime Prevention coordinators work closely with public safety activists, police precincts, community members, neighborhood associations, coalitions, state agencies, City bureaus, businesses, and social service providers to address crime and livability issues.

Goals

This program is linked to City goals to ensure a safe and peaceful community and improve the quality of life in neighborhoods. This program supports the ONI goals of providing tools and resources to improve neighborhood and community livability and safety and providing accurate information as well as responsive and effective services to community members and organizations. The program works to achieve these goals in fulfilling its mission to organize and support community partnerships to prevent crime and the fear of crime.

Performance

The Crime Prevention program conducted a review of performance measures and implemented an expanded performance measurement system in FY 2008-09. The new measures more accurately reflect the core work of the program. In FY 2012-13, the Crime Prevention program will:

- Increase the number of community members involved in active Neighborhood Watch, Business Watch, Community Foot Patrol, Enhanced Safety Properties, and other crime prevention programming by 10%;
- Continue supporting Public Safety Action Committees in each of the neighborhood coalition areas to help connect community members to community policing efforts;
- Market handouts translated into Spanish, Vietnamese, and Russian to Spanish-, Vietnamese-, and Russian-speaking communities in Portland; and
- Develop the capacity of communities to create and maintain good neighbor agreements.

Changes to Services and Activities

The Crime Prevention Program moved in 2012 into a central, shared office space. It is anticipated that the efficiencies gained due to the shared office space will allow the program to provide more efficient service to the public, as well as take on additional citywide projects improving the local public safety system. The program cuts include loss of a .5 FTE administrative support position (OSSII) that would have provided reception and general support at the new location. However, ONI is evaluating limited support staff to determine if that function could be provided by other staff.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	15.20	14.00	13.87	12.00	13.00
Expenditures					
Crime Prevention	1,338,848	1,287,973	1,403,967	1,305,638	1,377,132
Total Expenditures	**1,338,848**	**1,287,973**	**1,403,967**	**1,305,638**	**1,377,132**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Workload					
Number of Crime Prevention groups supported	406	496	450	540	500
Number of problem location cases processed	3,961	3,959	3,500	4,000	3,200
Number of Crime Prevention trainings for the public	499	677	430	650	575
Number of site security assessments performed	159	151	150	150	125

Information & Referral

Description

The City of Portland/Multnomah County I&R program is a central resource for basic information and referral to all City and County programs. The program also provides information and referral services to the public for other local community and social services. The program staff provides assistance primarily by phone but also to walk-in patrons at both the Portland Building and City Hall as well as through electronic means of communication. The program's mission is to simplify accessibility to services for community members to local government services. I&R program costs are shared equally between the County and the City with City funding primarily through General Fund overhead.

Goals

This program supports the City goal to deliver efficient, effective, and accountable municipal services as well as the ONI goal to provide accurate information and responsive and effective services to community members and organizations. The program maintains an up-to-date database that serves as the backbone of the operation. Performance goals are managed daily to ensure efficient and responsive service is provided to its customers.

Performance

ONI will continue to meet or exceed the performance benchmarks set out in the City/County intergovernmental agreement of 90% of calls to the (503) 823-4000 line being answered within 25 seconds and fewer than 5% of calls abandoned.

Numbers of calls, walk-ins, and emails received and responded to by ONI I&R staffs have remained relatively steady over the past several years.

Specific program objectives for FY 2012-13 are to:

- Expand the availability of information and referral services to the community while streamlining service delivery;
- Increase awareness and utilization of the City/County I&R both internally and to the community at large;
- Continue the work begun through the City's Customer Service Advisory Committee to improve customer service Citywide; and
- Inform and assist city leaders to understand the benefits of a common citywide customer relationship management (CRM) system and possibly a 3-1-1 Call Center to improve delivery of services to community members.

Changes to Services and Activities

There are no significant changes to services and activities planned for FY 2012-13.

There is still discussion going on among City officials regarding creating a 3-1-1 Center for the City of Portland though the progress has been delayed in part due to budget constraints. The Citywide Customer Service Advisory Committee has recommended to City Council that the City look at a common customer management system (CRM/CMS) for the City as a way to improve customer service.

Office of Neighborhood Involvement

Community Development Service Area

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	5.85	6.00	5.75	5.75	5.75
Expenditures					
Information & Referral	456,619	475,966	498,189	534,560	534,560
Total Expenditures	**456,619**	**475,966**	**498,189**	**534,560**	**534,560**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Effectiveness					
% of calls answered in less than 25 seconds	90%	91%	90%	90%	90%
Workload					
Number of calls & email inquiries responded to	134,470	124,191	135,000	132,000	132,000

Administration & Support

Description

ONI's administrative staff is charged with management of the bureau's fiscal, personnel, and policy issues. Administration staff will ensure the bureau responds to and continues implementing recommendations from the Five Year Plan to Increase Community Involvement, Public Involvement Standards, and VisionPDX. ONI administration will also continue to monitor the effectiveness of ONI standards, which define the roles and responsibilities of the bureau, the neighborhood offices and associations, as well as provide overall guidance for ONI program areas.

Goals

ONI administration supports the City goals of improving the quality of life in neighborhoods and to deliver efficient, effective, and accountable municipal services. Administration provides the support and policy direction for all ONI programs and ensures that they are advancing the bureau mission and goals.

Performance

Although administrative staff and budget have remained relatively constant, the percentages have changed slightly due to other bureau staff and budget changes.

Changes to Services and Activities

ONI has very limited funds for external materials and supplies. These resources have been repeatedly reduced and again will be reduced as part of the cut packages, which will further limit the bureau's ability to manage any unanticipated expenses.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	3.00	3.00	3.00	3.00	3.00
Expenditures					
Administration & Support	411,980	417,918	442,677	449,513	455,497
Total Expenditures	**411,980**	**417,918**	**442,677**	**449,513**	**455,497**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Efficiency					
Administration staff as percent of total bureau staff	7.5%	8.5%	8.4%	8.8%	7.2%
Administration budget as percent of total bureau budget	6.2%	6.5%	6.8%	7.2%	5.9%

Community and Neighborhood Involvement Center

Description

The Community and Neighborhood Involvement Center (CNIC) promotes 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.

This is accomplished through a diverse network of neighborhood and community-based, non-profit organizations engaging geographically-defined neighborhoods, communities of color, immigrants and refugees, seniors, and people with disabilities. All work is in partnership with community organizations and or volunteer boards or commissions. ONI staff provides contract and grant management; group facilitation; leadership training; community organizing and non-profit management technical assistance; coordination of contact information lists and dissemination of information; development of public involvement best practices; conflict resolution; and special events and project coordination.

Civic Engagement and Leadership Development Programs

As part of the ONI BAC prioritization process several NRC programs were categorized into one cluster for purposes of the budget process. These programs provide civic engagement and leadership development services serving different constituencies. Programs include:

- Neighborhood program
- Diversity and Civic Leadership program
- Disability program
- Elders in Action

Neighborhood Program

Portland's neighborhood network is made up of 95 neighborhood associations and their respective seven District Coalition offices. Through the coalition offices, residents active in neighborhood associations are able to:

- Advocate for neighborhood interests to local government;
- Develop neighborhood plans and priorities;
- Review and offer advice on critical community concerns;
- Discuss issues through meetings, newsletters, and online forums; and
- Organize community-building activities such as block parties and cleanups.

This program is core to ONI's mission. There is one program coordinator to administer, promote, and advocate for Portland's neighborhood system. Proposed budget cuts will cut funding for small grants in half. Previous cuts have already eliminated funding available language translation and interpretation, childcare, transportation access, and ADA accessibility. In addition funds were eliminated to support strategic partnership-building projects with under engaged communities. Despite these cuts, district coalitions continued to implement new initiatives for small grants, communications, and engagement efforts with under engaged communities.

ONI works with the seven district coalitions, Central NE Neighbors, East Portland Neighborhood Office, Neighbors West/Northwest, Northeast Coalition of Neighborhoods, North Portland Neighborhood Services, Southeast Uplift, and Southwest Neighborhoods, Inc., to:

- Strengthen community participation;
- Increase the number and diversity of people involved;
- Foster networking and collaborations between neighborhood and community;
- Promote effective communication to keep the community informed;
- Staff offices, maintain contact information, and document management;
- Increase capacity and resource development; and
- Collaborate with other ONI programs.

Diversity and Civic Leadership Programs

The DCL program was established in 2007 with one program coordinator and the goal to expand opportunities for civic engagement of communities of color, and immigrant and refugee communities that have traditionally not been active in the City's civic governance.

The DCL program provides support to the Center for Intercultural Organizing, Immigrant Refugee Community Organization, Latino Network/Verde NW, Native American Youth and Family Center, and Urban League of Portland to develop community identity and understanding of City governance; communication among community members; leadership opportunities for effective advocacy; representation on City advisory committees, boards, and commissions; and partnerships between diverse community and neighborhood organizations.

Disability Program

The program was re-established in 2006 to help make Portland more inclusive for people with disabilities. With the creation of the Office of Equity and Human Rights the administration of the Portland Commission on Disability is transferred to the new office. There is one program coordinator that remains at ONI to provide information and referral, technical assistance to community, city agencies and City Council, organize engagement opportunities for community-building and awareness, and coordinate the Volunteer Emergency Registry (VER) and Emergency Self-Preparedness workshops.

The program will continue to collaborate with the Portland Commission on Disability to guide the City in ensuring that it is a more accessible city by:

- Broadening outreach and inclusion of persons with disabilities;
- Representing a wide spectrum of disabilities on behalf of the residents of the City; and
- Facilitating increased collaboration and exchange of information between persons with disabilities, City bureaus, and City Council.

The VER is a cooperative effort of the City and County to assist people during an emergency and provides a registry of persons that would need assistance evacuating their home or would be unable to evacuate without special assistance or notification from emergency response personnel. The program organizes a limited number of disability-specific emergency preparedness trainings for individuals with disabilities.

Public Involvement Best Practices Program

The Public Involvement Best Practices program was established in 2007 with one program coordinator to develop public involvement processes citywide that are more accessible to the community. The goal is for all Portlanders to have access to City government and opportunities to affect public policy.

The program coordinates the Public Involvement Advisory Council, a board comprised of equal numbers of community members and city staff who focus on creating consistent expectations and processes for public involvement activities by reviewing and refining past recommendations regarding citywide public involvement, ensuring ongoing collaboration between the community, City bureaus, and Council, proposing guidelines and policy recommendations for citywide public involvement to City Council, and providing ongoing support to City bureaus with implementation of public involvement best practices and guidelines

Secondly, the program organizes the Citywide Public Involvement Network, a series of networking and training sessions for citywide public involvement staff focused on implementation of recommendations developed by the PIAC. Limited technical support is provided to City bureaus on the development of public involvement processes for specific planning, capital improvement, and policy initiatives. In FY 2010-11 the program funding shifted to General Fund overhead funding.

Elders in Action

ONI provides a grant to Elders in Action, a private nonprofit organization, to support advocacy for the needs of seniors and to organize and train seniors to advocate for themselves. The organization supports an advisory commission, trains volunteers to link people to senior programs, and collaborates with neighborhood leaders and police regarding community safety issues.

Goals

Work is organized around three interdependent goals for creating a comprehensive community involvement strategy as outlined in the Five Year Plan to Increase Community Involvement:

- Increase the number and diversity of people involved in their communities;
- Strengthen community capacity; and
- Increase community impact on public decisions.

Performance

ONI continues to implement a more comprehensive system of measuring program workload and effectiveness that will continue in FY 2012-13. As of FY 2011-12 all program areas are now tracking the same quantitative measures though ONI is still working on ensuring common methodologies.

The program is documenting the bureau's work utilizing digital storytelling partnering with Portland State University to complete interviews with volunteer community leaders organizing projects funded by ONI and developing narrative content to tell their stories. Over 90 interviews have been completed in FY2012.

Changes to Services and Activities

The creation of the Office of Equity and Human Rights results in two changes to CNIC programs:

- The program coordinator for the Effective Engagement Solutions Program is being transferred to the Office of Equity and Human Rights effectively ending the program within ONI. Whether any program services will continue to be provided will be decided by the new office.
- The administration of the Portland Commission on Disability is being transferred to the Office of Equity and Human Rights along with a .5 FTE OSSII administrative support position. The Disability Program will continue to provide all other existing engagement services benefiting the disability community.

Cuts include:

- Eliminate ongoing half of Neighborhood Small Grants
- Reduces CNIC external Materials and Services
- 1% across the board cut to partner organizations

Elimination of ongoing funding for Neighborhood Small Grants cut half of funding resulting in about 50 projects not being funded totaling about $89,000 and lost leveraged funds and volunteer hours in excess of $650,000. In addition, ONI's 14 nonprofit partner organizations received a 1% across the board cut resulting in cuts to FTE and benefits communications, and leadership training support.

Reduction of external materials and services impacts ONI's ability to respond to special needs such as replacement of outdated technology for both ONI and partner organizations, citywide leadership workshops and forums.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	12.75	12.15	12.97	10.50	10.50
Expenditures					
Community and Neighborhood Involvement Center	26	0	0	0	0
Disability Services	151,796	161,406	134,516	137,789	153,789
Elder Services	133,652	133,652	137,849	142,619	142,619
Neighborhood Outreach & Support	4,095,880	3,861,236	3,809,335	3,464,011	3,458,027
Total Expenditures	**4,381,354**	**4,156,294**	**4,081,700**	**3,744,419**	**3,754,435**

Office of Neighborhood Involvement

Community Development Service Area

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Effectiveness					
Number of people reached by direct communications	1,593,336	2,245,137	1,000,000	1,750,000	1,250,000
Number trained on leadership/organizational development skills	1,546	5,248	1,000	4,500	3,500
Number of actitivities - events, meetings, community projects by community groups	4,221	4,061	2,000	3,750	3,000
Number of partnerships among events/activities/projects with underrepresented groups	5,900	1,699	2,500	1,500	1,000

Neighborhood Livability Services

Description

Neighborhood Livability Services provides a range of problem-solving tools and resources to address neighborhood livability and nuisance problems.

Goals

The Neighborhood Livability programs support the City goals of ensuring a safe and peaceful community and improving the quality of life in neighborhoods. The programs support ONI goals of providing tools and resources to improve neighborhood and community livability and safety, and providing accurate information and responsive and effective services to community members and organizations.

Graffiti Abatement Program

The Graffiti Abatement program supports neighborhood livability by decreasing graffiti in partnership with the Portland Police Bureau, neighborhood and business associations, community partners, and volunteers. The graffiti abatement program:

- Encourages reporting of graffiti, manages the graffiti hotline, responds to reports of graffiti with abatement notices or referrals, and maintains a tracking database;
- Coordinates paid and volunteer graffiti removal efforts, including developing and supporting partnerships with organized volunteer groups or other organizations that support removal efforts such as the Central City Concern Community Volunteer Corp;
- Provides community education regarding best practices in graffiti removal and delivers presentations and trainings to groups regarding graffiti trends, community impacts, and opportunities for public involvement in graffiti prevention;
- Coordinates with the Police Bureau, District Attorney's Office, City bureaus, businesses, regional partners, and the public to compile information to support prosecution efforts of graffiti vandals;
- Develops and maintains partnerships through monthly Graffiti Task Force meetings and an annual Graffiti Summit; and
- Provides oversight for the enforcement of the City's Graffiti Abatement Code, that requires property owners remove graffiti, and the Graffiti Materials and Sales Code, that regulates retailers selling graffiti materials.

Liquor Licensing Program

The Liquor Licensing program coordinates community input during the liquor license recommendation process and for problem solving at establishments that sell liquor and that generate community complaints or nuisance activities. The program is funded through revenues collected from liquor license processing fees. The goal of the program is to ensure that liquor establishments operate in a manner that does not negatively impact neighborhood livability. The program provides the following services:

- Coordinates with the Police Bureau, BDS Noise Control Officers, ONI Crime Prevention program, and the Oregon Liquor Control Commission (OLCC) on liquor license applications within the City, and makes recommendations to the OLCC;
- Notifies affected community residents and businesses of pending liquor license applications and other opportunities for input on liquor related issues;
- Collects community responses to license application notices for consideration during the license recommendation process;
- Assists the resolution process regarding problems between neighbors and liquor licensees or applicants, including resource and referral, meeting facilitation, and the good neighbor agreement process;
- Convenes and facilitates problem-solving and enforcement activities related to the City's Time, Place, and Manner Ordinance in addressing liquor establishment nuisance issues;
- Provides public education regarding the liquor license application process and testimony preparation for OLCC and legislative hearings; and
- Monitors legislative proposals related to liquor licensing for potential impacts on City program and neighborhood livability.

Neighborhood Mediation and Facilitation Program

The City of Portland has funded neighborhood mediation services for over 20 years. Beginning in FY 2002-03, ONI began contracting with Resolutions Northwest, an organization that provides free neighborhood mediation services to the public. The program has since expanded to include broader facilitation services including volunteer training and mentoring. Program services include free mediation services to help resolve neighbor-to-neighbor, neighbor-to-business, and other neighbor or neighborhood association-related conflicts within the City of Portland; collaborative decision-making and problem solving for groups and communities in conflict; and community conflict resolution training and education. Services provided will be evaluated and adjusted based on the loss of the Community Residential Siting program funds that supported training and development of volunteers for facilitation services.

Performance

The number of liquor license applications processed by ONI increased in FY 2007-08 as the program began processing temporary liquor sales licenses. In the subsequent years, there has been a continued increase in new liquor license applications. There has also been an increase in problem solving through the Time Place Manner enforcement.

Graffiti occurrences in the city have increased in recent years. The program implemented a tracking database to improve coordination with Police and other jurisdictions. The program is working on an evaluation of current measures and development of measures to more accurately capture the workload and effectiveness of the program.

A reduction in Mediation and Facilitation program funding has reduced caseload capacity.

Changes to Services and Activities

The FY 2012-13 ONI budget includes continuation of one-time funding for the Graffiti Abatement and Mediation and Facilitation with reductions. These programs have been ongoing City programs for years but shifted to one-time funding in recent years.

The Graffiti program continues including the Graffiti Abatement Volunteer Coordinator to continue to focus on expansion of increasing the number of volunteer graffiti cleanup activities and ongoing volunteers. Funding was eliminated that previously funded the Graffiti Abatement Community Grants (murals, volunteer activities, etc) and the youth walking crews. However, ONI is evaluating the overall budget to attempt to continue these programs at a reduced capacity.

Funding for the Mediation and Facilitation programs is reduced with the elimination of funds for siting of community residential facilities as previously funded by the Portland Housing Bureau. This reduction results in reduced capacity to respond to requests for group facilitation to help resolve conflict.

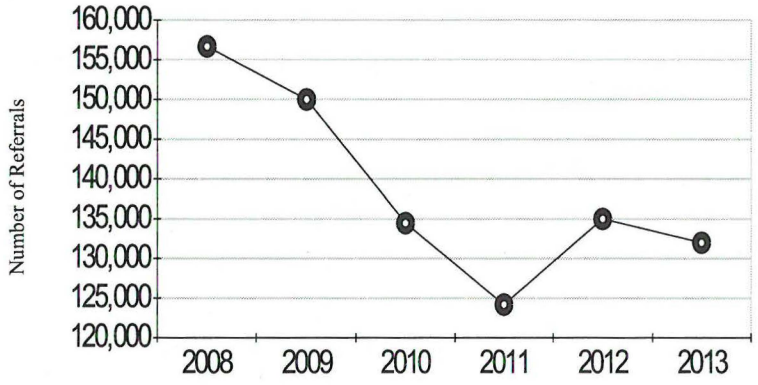
FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	2.80	1.60	3.67	4.00	4.00
Expenditures					
Community Residential Siting	191,293	86,966	25,984	25,984	0
Graffiti Reduction	357,357	331,774	546,612	447,232	502,232
Liquor License Notification	132,374	145,634	149,436	155,587	188,587
Neighborhood Livability Services	0	0	(6,853)	0	0
Neighborhood Mediation	63,751	156,072	229,260	213,340	233,570
Total Expenditures	**744,775**	**720,446**	**944,439**	**842,143**	**924,389**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Effectiveness					
Percent of liquor licenses with complaints addressed through TPM enforcment	63%	65%	63%	63%	63%
Percent of clients satisfied with mediation services	97%	96%	97%	90%	90%
Workload					
Number of mediation cases	380	379	380	180	340
Number of liquor license applications processed	1,658	1,949	1,600	1,600	1,600
Number of facilitation cases	32	34	30	20	20
Number of Graffiti reports	6,822	7,132	6,800	6,800	6,800

Performance Measures

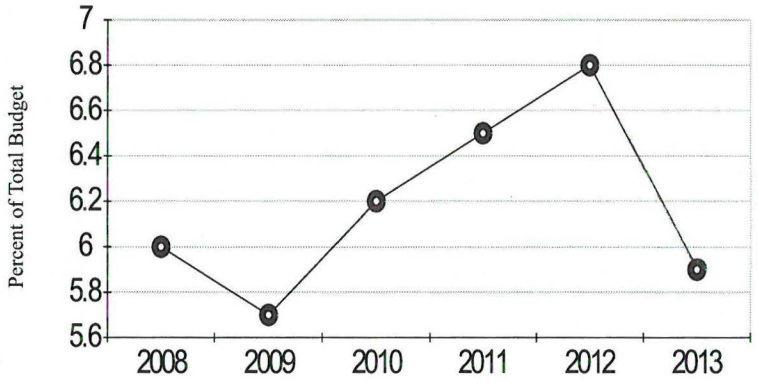
Number of Referrals

Numbers of calls have declined somewhat in the past couple of years as a result of the 2-1-1 social services line implementation in 2006. Call volumes to 823-4000 have recently stabilized.



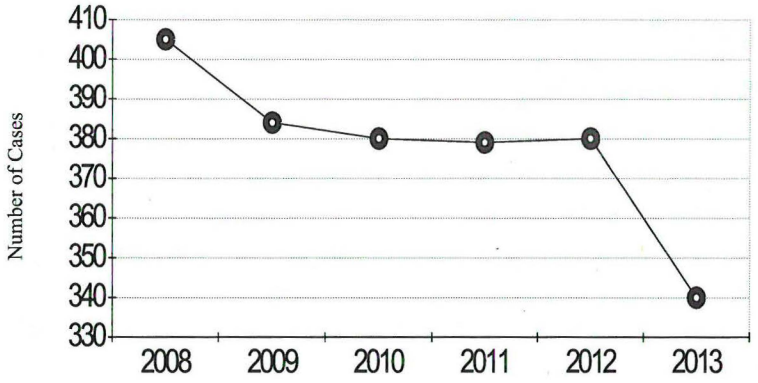
Administration Budget as Percent of Total Budget

Administration is comprised by personnel expenses and staffing has remained constant. However, bureau budget cuts beginning in FY 2009-10 increased the overall percentage.



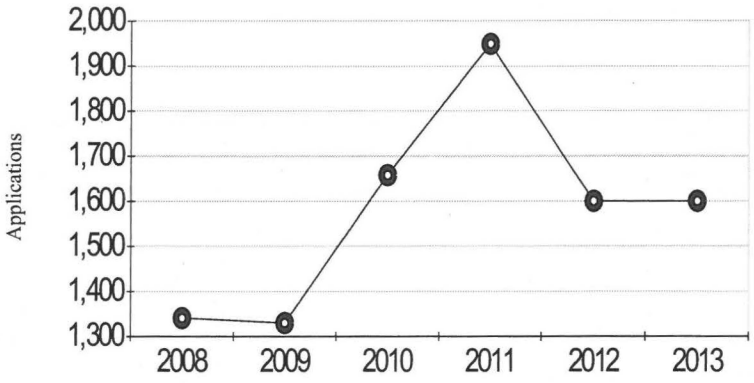
Number of Mediation Cases

Mediation cases have fluctuated due to change in program structure, funding, and demand. Caseload continues to decline as a result of budget reductions in FY 2009-10 through FY 2010-11 as well as an increased focus on capacity for group facilitation cases.



Liquor License Applications

Liquor applications increased in FY 2007-08 with the addition of processing for temporary sales licenses, but numbers are expected to stabilize. These numbers do not include renewals processed annually.



Office of Neighborhood Involvement

Summary of Bureau Budget

Community Development Service Area

	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
Resources					
External Revenues					
Charges for Services	217,872	177,707	145,025	157,601	157,601
Intergovernmental	228,681	252,025	254,095	267,280	267,280
Miscellaneous	12,462	53,947	39,731	1,040	1,040
Total External Revenues	**459,015**	**483,679**	**438,851**	**425,921**	**425,921**
Internal Revenues					
General Fund Discretionary	6,643,781	6,352,646	6,648,730	6,161,268	6,356,992
General Fund Overhead	153,725	155,628	205,461	200,954	200,954
Interagency Revenue	77,055	41,644	77,930	88,130	62,146
Total Internal Revenues	**6,874,561**	**6,549,918**	**6,932,121**	**6,450,352**	**6,620,092**
Beginning Fund Balance	0	0	0	0	0
Total Resources	**$7,333,576**	**$7,033,597**	**$7,370,972**	**$6,876,273**	**$7,046,013**
Requirements					
Bureau Expenditures					
Personnel Services	3,264,598	3,188,295	3,413,556	3,206,445	3,273,573
External Materials and Services	3,587,505	3,377,847	3,387,466	3,127,148	3,217,394
Internal Materials and Services	481,473	492,455	569,950	542,680	555,046
Total Bureau Expenditures	**7,333,576**	**7,058,597**	**7,370,972**	**6,876,273**	**7,046,013**
Fund Expenditures					
Fund Transfers - Expense	0	5,000	0	0	0
Total Fund Expenditures	**0**	**5,000**	**0**	**0**	**0**
Ending Fund Balance	0	(30,000)	0	0	0
Total Requirements	**$7,333,576**	**$7,033,597**	**$7,370,972**	**$6,876,273**	**$7,046,013**
Programs					
Administration & Support	411,980	417,918	442,677	449,513	455,497
Community and Neighborhood Involvement Center	4,381,354	4,156,294	4,081,700	3,744,419	3,754,435
Crime Prevention	1,338,848	1,287,973	1,403,967	1,305,638	1,377,132
Information & Referral	456,619	475,966	498,189	534,560	534,560
Neighborhood Livability Services	744,775	720,446	944,439	842,143	924,389
Total Programs	**7,333,576**	**$7,058,597**	**$7,370,972**	**$6,876,273**	**$7,046,013**

Class	Title	Salary Range Minimum	Salary Range Maximum	Revised FY 2011-12 No.	Revised FY 2011-12 Amount	Proposed FY 2012-13 No.	Proposed FY 2012-13 Amount	Adopted FY 2012-13 No.	Adopted FY 2012-13 Amount
30000437	Administrative Supervisor II	57,450	76,586	1.00	76,584	1.00	76,584	1.00	76,584
30000440	Business Operations Supervisor	66,602	89,107	1.00	89,112	1.00	89,112	1.00	89,112
30000491	Community Outreach & Informtn Assistant	45,074	69,451	0.97	29,465	0.60	30,680	0.60	30,680
30000309	Crime Prevention Program Administrator	44,346	57,741	11.54	646,384	11.00	628,608	12.00	672,960
30000503	Disability Program Specialist	54,725	72,925	1.00	61,092	1.00	63,594	1.00	63,594
30000567	Financial Analyst	57,450	76,586	1.00	76,584	1.00	76,584	1.00	76,584
30000016	Information & Referral Specialist	31,512	43,950	5.00	219,780	4.90	215,388	4.90	215,388
30000415	Neighborhood Involvement Director	93,288	130,291	1.00	126,864	1.00	129,852	1.00	129,852
30000502	Neighborhood Office Supervisor	60,341	80,475	1.00	80,472	1.00	80,472	1.00	80,472
30000500	Neighborhood Programs Coordinator	54,725	72,925	2.00	113,976	2.00	131,983	2.00	131,983
30000012	Office Support Specialist II	31,512	43,950	3.00	106,980	2.00	77,760	2.00	77,760
30000464	Program Coordinator	60,341	80,475	0.00	0	1.00	79,788	1.00	79,788
30000465	Program Manager	63,378	84,635	2.00	162,372	2.00	169,272	2.00	169,272
30000463	Program Specialist	54,725	72,925	4.00	272,347	4.00	265,395	4.00	265,395
TOTAL FULL-TIME POSITIONS				34.51	2,062,012	33.50	2,115,072	34.50	2,159,424
30000491	Community Outreach & Informtn Assistant	45,074	69,451	1.00	56,044	1.00	58,345	1.00	58,345
30000502	Neighborhood Office Supervisor	60,341	80,475	0.75	60,360	0.75	60,360	0.75	60,360
30000012	Office Support Specialist II	31,512	43,950	1.00	43,956	0.00	0	0.00	0
TOTAL PART-TIME POSITIONS				2.75	160,360	1.75	118,705	1.75	118,705
30000464	Program Coordinator	60,341	80,475	1.00	75,720	0.00	0	0.00	0
30000463	Program Specialist	54,725	72,925	1.00	55,480	0.00	0	0.00	0
TOTAL LIMITED TERM POSITIONS				2.00	131,200	0.00	0	0.00	0
GRAND TOTAL				39.26	2,353,572	35.25	2,233,777	36.25	2,278,129

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

Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2012-13	5,753,109	501,585	6,254,694	33.95	FY 2012-13 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	(99,098)	0	(99,098)	(1.50)	Reductions to Crime Prevention
	(99,318)	93,855	(5,463)	0.00	Neighborhood small grants
	(20,230)	104,692	84,462	0.00	Mediation program
	0	447,232	447,232	2.40	Graffiti Abatement program
	0	279,692	279,692	1.00	East Portland Action Plan
	(48,909)	0	(48,909)	(0.10)	Other changes, including reductions to partners
	0	(10,548)	(10,548)	0.00	Non-represented merit freeze
	(25,789)	0	(25,789)	0.00	OMF interagency adjustments
	0	0	0	(0.50)	Crime Prevention HUB reorganization
Approved Budget Additions and Reductions					
	0	(25,984)	(25,984)	0.00	Remove IA with Housing for residential siting
	0	8,000	8,000	0.00	Carryover: Livability database
	0	16,000	16,000	0.00	Carryover: Disability volunteer emergency registry communications
	0	55,000	55,000	0.00	Carryover: Graffiti grants & supplies
	0	25,000	25,000	0.00	Carryover: Liquor License activities
	71,494	0	71,494	1.00	Restore Crime Prevention Coordinator
	20,230	0	20,230	0.00	Restore reductions to Mediation program
Adopted Budget Additions and Reductions					
	0	0	0	0.00	None
	(201,620)	**992,939**	**791,319**	**2.30**	**Total FY 2012-13 Decision Packages**
			7,046,013	**36.25**	**Total Adopted Budget**

Office of Sustainable Development

Community Development Service Area

Summary of Budget Decisions

In january 2009, City Council merged the Bureau of Planning with the Office of Sustainable Development, creating the Bureau of Planning and Sustainability (BPS).

Please see the Bureau of Planning and Sustainability section 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 Budget Documents.

Office of Sustainable Development

Summary of Bureau Budget

Community Development Service Area

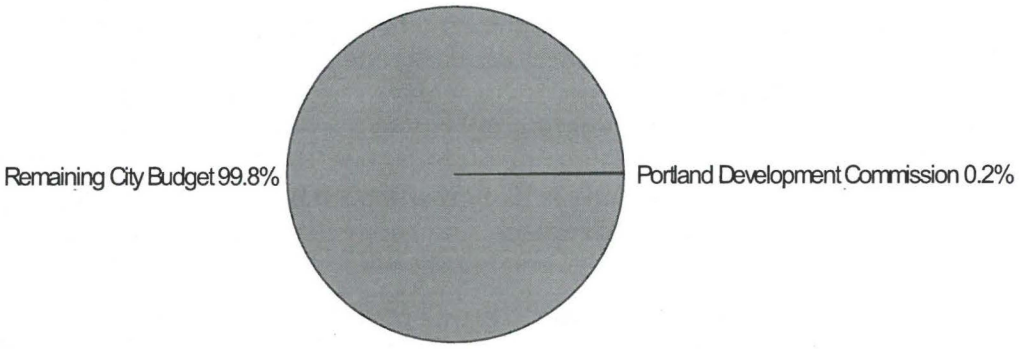
	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
Resources					
External Revenues					
Intergovernmental	149,721	9,930	0	0	0
Total External Revenues	**149,721**	**9,930**	**0**	**0**	**0**
Internal Revenues					
Total Internal Revenues	**0**	**0**	**0**	**0**	**0**
Beginning Fund Balance	(1,388,598)	(1,238,877)	0	0	0
Total Resources	**$(1,238,877)**	**$(1,228,947)**	**$0**	**$0**	**$0**
Requirements					
Bureau Expenditures					
Personnel Services	0	2	0	0	0
Total Bureau Expenditures	**0**	**2**	**0**	**0**	**0**
Fund Expenditures					
Total Fund Expenditures	**0**	**0**	**0**	**0**	**0**
Ending Fund Balance	(1,238,877)	(1,228,949)	0	0	0
Total Requirements	**$(1,238,877)**	**$(1,228,947)**	**$0**	**$0**	**$0**
Programs					
Waste Reduction & Recycling	0	2	0	0	0
Total Programs	**0**	**$2**	**$0**	**$0**	**$0**

Portland Development Commission

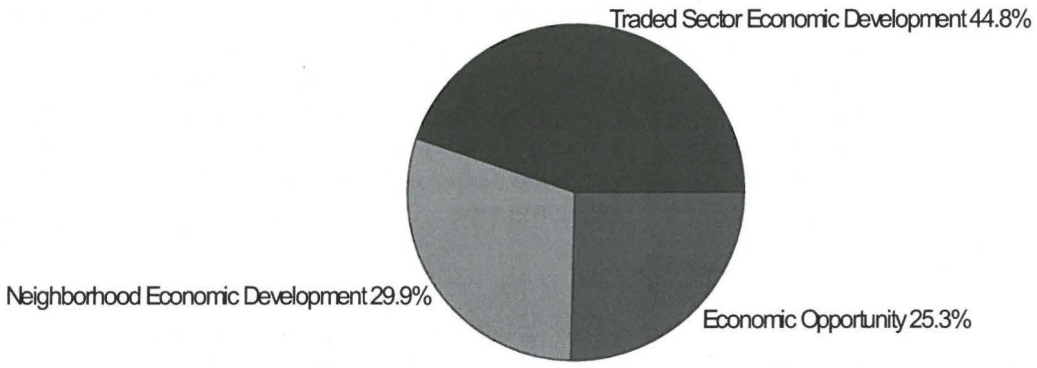
Community Development Service Area

Mayor Sam Adams, Commissioner-in-Charge
Patrick Quinton, Executive Director

Percent of City Budget



Bureau Programs



Bureau Overview

Requirements	Revised FY 2011-12	Adopted FY 2012-13	Change from Prior Year	Percent Change
Operating	5,448,326	6,344,591	896,265	16.45
Capital	0	0	0	0.00
Total Requirements	**5,448,326**	**6,344,591**	**896,265**	**16.45**
Authorized Positions	0.00	0.00	0.00	0.00

Bureau Summary

Bureau Mission

The mission of the Portland Development Commission (PDC) is to create one of the world's most desirable and equitable cities by investing in job creation, innovation, and economic opportunity throughout Portland.

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: nurturing entrepreneurship and innovation; 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 a healthy, connected city; supporting a vital central city as the employment and retail core for the region; retaining and creating high-demand, high-wage jobs through catalytic target industry initiatives that grow the job base and build the Portland region's competitive advantage; and supporting social equity amongst all of Portland's communities and neighborhoods.

Resources from the City's General Fund allow PDC to fulfill economic development goals that are not eligible for funding through tax increment financing. Work supported by the General Fund extends beyond urban renewal area (URA) boundaries and real estate investments to provide critical non-physical assistance that supports job and business growth through staff expertise, working capital, and technical assistance. Together, the Tax Increment Financing (TIF) and General Fund supported activities connect people and resources to promote job and wealth creation, economic opportunity, and neighborhood revitalization. Projects and programs vary in size and scope but share the consistent goals of facilitating business activity that fuels the retention and creation of living-wage jobs that support families, generate community wealth, and create healthy and vibrant neighborhoods throughout the city.

Strategic Direction

PDC's economic and urban development activities are guided by two primary plans: the City of Portland's five-year Economic Development Strategy and the PDC 2011 Strategic Plan, both of which reference the Neighborhood Economic Development Strategy.

In July 2009, PDC endorsed and the Portland City Council adopted the City of Portland's Economic Development Strategy - A Five Year Plan for Promoting Economic Growth and Job Creation. In doing so, the City Council adopted Portland's first economic development strategy in more than 15 years. The primary goal of the strategy is to create 10,000 new jobs by 2014 and to build the most sustainable, equitable and competitive economy in the world. Key strategy objectives are to:

- Maximize Portland's competitiveness
- Drive urban innovation
- Stimulate neighborhood business vitality

The 2011 PDC Strategic Plan calls out social equity and the importance of community partnerships as an integral part of how the agency delivers its services. Implicit within this goal is determining how to enable community involvement, governance, and mutual accountability as a core value in how PDC works with the community.

At the center of PDC's 2011 Strategic Plan are four goals that focus and drive the work of agency:

- Strong economic growth and competitiveness
- Social equity
- Healthy neighborhoods
- A vibrant central city

Service Improvement Plan

Public Involvement. The agency is examining its Urban Renewal Advisory Committee (URAC) Policy in light of its shift from a focus on redevelopment to economic development, and the resulting changes to the 2011 PDC Strategic Plan. This examination will result in staff recommendations to the PDC board intended to upgrade and broaden PDC's citizen involvement efforts.

PDC will provide opportunities for stakeholders, including URACs and the broader public to comment on staff recommendations after initial board endorsement in March and prior to final board approval in summer 2012. Outreach efforts also included a survey with more than 250 responses.

Additional involvement efforts include a Neighborhood Leadership Group created in late 2011 to steward the implementation of the Neighborhood Economic Development Strategy, and PDC's continued efforts to inform the community through the use of social media via YouTube, Twitter, Facebook, and the website Portland4biz.

Workforce Development. The 2011 PDC Strategic Plan also includes creating a work environment which values diversity and fosters productivity, learning and growth, and PDC recognizes its employees as the foundation of success. Key actions to achieve this outcome are:

- retain, support, and cultivate employees by providing creative opportunities in training and career development throughout every employee's tenure, and addressing the need to develop managers into well-trained, informed leaders;
- cultivate a culture of transparency through open and consistent communication between leadership and staff;
- maintain a positive, productive, and collaborative relationship between labor and management;
- create a strategy and internal structure for succession planning that supports the long term success of the organization and its employees;
- compete as an employer of choice by promoting an environment that attracts and retains a diverse, highly qualified, and motivated workforce.

Governance Structure. PDC's governance structure maintains a clear strategic direction and policy guidance as a foundation for creative and efficient program and project implementation. Key actions to achieve this outcome include the following.

- Create a clear agency direction, align employee work priorities and inform decision making by using strategic planning, agency and employee work plans, program and performance metrics, periodic reporting, public participation, and the budget process.
- Support an organizational culture of collaboration and accountability through clearly defined roles and teamwork.
- Promote an organizational culture characterized by high ethical and moral behavior and a good understanding of diversity. PDC's Diversity Council was formed in 2006, and it continues to provide ongoing. opportunities for staff to engage diversity development activities
- Ensure that performance appraisals include an evaluation of customer service.

Summary of Budget Decisions

Reductions

OMF Interagency Adjustments

The package reflects a decrease of $33,666 in interagency costs resulting from decision packages in the Office of Management and Finance. Charges to PDC will be accordingly reduced.

Additions

Cluster Industry Research, Development, and Initiatives

This program allows PDC to provide opportunity funds to leverage investments in target industry-led initiatives for advanced manufacturing, athletic and outdoor, clean technology, and software. As industry engagement is critical to the success of a cluster strategy, PDC staff worked with industry leaders to identify advisory committees. Committees help define, prioritize, and implement the industry cluster action plans, which are designed to grow the local industry. This package consists of new one-time funding of $179,065. PDC carried over $385,000 for this program from FY 2011-12 (part of a $840,000 package), bringing total FY 2012-13 one-time funds to $564,065. The program also receives $922,158 in ongoing dollars.

Main Street

Portland Main Street is a community-led revitalization program designed to stimulate neighborhood businesses. In June 2010, Portland designated Alberta, Hillsdale, and St Johns as its first three Main Street districts. The districts receive grants for district administration, property and sustainability improvements, and promotional events. The City also provides technical assistance to the districts in implementation of the Main Street approach, district design support, and organizational capacity building. This package provides $290,000 in one-time funding.

International Business Development

This program will implement both the Portland's export strategy, developed in FY 2011-12 in conjunction with the Brookings Metro Export Initiative, and the international business development strategy developed by PDC and the Mayor's Office. Both strategies aim to increase exports for Portland companies and foreign direct investment activity in Portland. The program also supports international trade missions. This package includes $130,000 in one-time funding. Together with $65,000 in program carryover from FY 2011-12 (part of a $840,000 total carryover package), total funding in FY 2012-13 is $205,000.

Economic Prosperity Initiative

City Council adopted six micro-URAs in April 2011. Each district will be a separate Urban Renewal Area with about $1 million in tax increment revenue to invest in small bricks-and-mortar projects - such as storefront and street lighting improvements - over the next nine years. Each district will be run by a separate, local non-profit entity. The districts are NE 42nd Avenue, NE Cully Blvd., Parkrose, Rosewood, Division-Midway and SE 82nd Avenue and Division. This initiative is supported by $665,000 in one-time General Fund in FY 2012-13.

Seed Fund

The Portland Seed Fund (Fund) provides equity investments ranging from $25,000 to $100,000 to local start-up firms to assist their initial phases of development. This provides funding in the most critical gap for growing companies. Companies also receive mentoring. The Fund initiates a class of companies every six months, with six to ten companies per class. A portion of the Fund's resources will be used for follow-on investment for the most promising firms that complete a funding class. Providing both of these resources increases the job creation prospects for start-up firms and the pipeline of viable companies for later stage investors. This package contributes $300,000 to the Fund in FY 2012-13.

Small Business Technical Assistance

This program provides for citywide small business technical assistance. In FY 2011-12, a competitive request for proposals process was used to select five non-profit entities to deliver small business development. Selected non-profits will deliver technical assistance and training to 155 businesses annually, and provide an additional 80 businesses with legal assistance. Businesses eligible for services will have 50 or fewer employees and will be:

- Owned by a person of color;
- Owned by a person with limited English proficiency;
- Owned by a person with modest income (120% of the median family income); or
- Located in targeted areas of North, Northeast, and East Portland.

This program will receive $450,000 in one-time funding and $150,000 in carryover from FY 2011-12 (part of a $840,000 package), bringing total FY 2012-13 funding to $600,000.

Small Business Working Capital

This program provides flexible working capital financing to small companies that are primed for growth but lack the cash to invest. The program focuses on targeted industry cluster firms and neighborhood businesses. $5,000 is allocated in one-time funds. Together with $195,000 in program carryover from FY 2011-12 (part of a $840,000 package), total FY 2012-13 funding is $200,000.

Entrepreneurial Development

This program is focused on growing new businesses and jobs with a supportive ecosystem of programs and resources. It provides scalable companies with mentorship, access to capital and programs such as the Portland Seed Fund, and connections to higher education. PDC continues to expand work with Oregon Health & Science University, Portland State University, and other Oregon University System schools. PDC is in the process of finalizing a research and commercialization strategy with the objective of furthering Portland's competitiveness as a center for entrepreneurship and innovation. This program also supports the Oregon Entrepreneurs Network. $35,000 in one-time funding is provided in FY 2012-13. Together with $115,000 in carryover funds (part of a $840,000 package), total support in FY 2012-13 is $150,000.

Business Services Website

This package supports maintenance of the Portland4biz website, which is designed to connect businesses to one another and to local resources. Website features include a business calendar, blog, and articles and reports regarding Portland region economy and industries. This package consists of $55,000 in one-time funds.

Economic Opportunities Initiative

Established in 2004, the Economic Opportunity Initiative (EOI) provides workforce and microenterprise development and other support services to vulnerable individuals. Participants in workforce development programs have incomes at 0% to 50% of the Median Family Income (MFI); participants in microenterprise development projects have incomes at 0% to 80% of MFI. Individuals enrolled in EOI receive three years of services. During enrollment, participants develop plans to address specific barriers to employment including limited English proficiency, drug and alcohol addictions, and criminal histories.

EOI currently serves approximately 1,080 individuals with workforce development services and 330 businesses with microenterprise support. PDC anticipates that approximately 52% of enrollees in the program will graduate after three years with a minimum of 25% increase in income or revenues. This package provided $158,000 in one-time funds to help offset previous reductions in federal Community Development Block Grant (CDBG) funding. In FY 2012-13, the program will also be funded by $1,447,018 in ongoing General Fund and $2,114,907 in federal Community Development Block Grant (CDBG) dollars.

Budget Notes

Economic Development Sustainable Funding

Council directs the Office of Management and Finance (OMF) to add sustainable funding for PDC's Economic Development program to the FY 2013-14 5-year forecast. OMF should increase PDC's FY 2013-14 current appropriation level target by $3,187,065.

Neighborhood Economic Development

Description

The goal of the Neighborhood Economic Development (NED) program, and the City's Neighborhood Economic Development Strategy, is to foster economic opportunity and neighborhood vitality throughout Portland. Initiatives under this program allow the City, in collaboration with neighborhood residents, local businesses, and community development organizations, to grow vibrant commercial areas, support small business growth, and increase access to jobs by successfully positioning neighborhoods, local businesses, and their residents to connect to and compete in the regional economy. This budget program includes the following initiatives:

- Portland4biz website ($55,000 one-time General Fund)
- Small Business Technical Assistance ($600,000 one-time General Fund)
- Venture Portland ($288,350 on-going General Fund)
- Main Streets ($290,000 one-time General Fund)
- Neighborhood Prosperity Initiative ($665,000 one-time General Fund)

Goals

The Neighborhood Economic Development program supports the citywide goal to stimulate neighborhood business vitality and its objective to achieve broad-based prosperity. The program also supports implementation of the City's Equity Initiative. The final initiative described in this section also supports the City's Ten-Year Plan to End Homelessness.

Performance

The five citywide NED initiatives supported in this program support implementation of the NED Strategy.

Portland Main Street Program funds will be used to continue operations and support of the three Main Street districts. In FY 2012-13 operations grants will continue to leverage private funding by a factor of 1.67 for every dollar of operations funding granted by PDC. The goal for FY 2012-13 will be for businesses within the districts to increase employment by 5.0 FTE each, for a total of 15.0 new full-time employment opportunities. In addition, funds will also be used by districts to implement locally identified, locally implemented district improvement projects. Tax Increment Financing will contribute to program operations this year, as two of the three Main Streets have been incorporated into Urban Renewal Areas.

In FY 2012-13, all six Urban Renewal Area districts in the Neighborhood Prosperity Initiative will hire district managers. Districts will receive training and technical assistance in supporting business development. Districts will also plan and implement one small-scale improvement.

The Small Business Technical Assistance Program will continue to deliver technical assistance and training to approximately 155 businesses, and legal services to 80 businesses. Fifty percent of all businesses served will be people of color. Services will be targeted to the Neighborhood Prosperity Initiative (NPI) areas, Main Street districts and other priority commercial corridors.

Changes to Services and Activities

In FY 2012-13 PDC will continue the administration of established citywide Neighborhood Economic Development Programs, including the Main Street Program, the Small Business Development Program and the partnership with Venture Portland. New this year, PDC will establish the Neighborhood Prosperity Initiative which will expand the main street-like commercial corridor revitalization principles into six new communities.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
Expenditures					
Community Economic Development	0	687,315	0	0	0
Local Partner Initiatives	0	464,114	282,245	292,003	288,350
Neighborhood Economic Development	0	0	1,257,065	1,405,000	1,610,000
Trade Sector Job Create & Retain	0	1,324,053	0	0	0
Total Expenditures	**0**	**2,475,482**	**1,539,310**	**1,697,003**	**1,898,350**

Economic Opportunity

Description

Established in 2004, the Economic Opportunity Initiative (EOI) provides workforce and microenterprise development and other support services to vulnerable individuals at 0% to 50% of MFI for youth and adult workforce development projects and 0% - 80% of MFI for microenterprise or workforce development services. Individuals enrolled in EOI receive three years of microenterprise or workforce development services. Program participants often face barriers to employment and business development such as limited English proficiency, criminal histories, homelessness, and drug and alcohol addictions. Individualized plans to address education, training, job or life skill needs are developed for each participant.

Goals

The Economic Opportunity Initiative supports the Citywide goal to stimulate neighborhood business vitality and its objective to achieve broad-based prosperity. The program also supports implementation of the City's Equity Initiative and the Ten-Year Plan to End Homeless.

Performance

In FY 2012-13, EOI anticipates serving approximately 1,080 multi-barriered individuals with workforce development services and 330 businesses with microenterprise support. Fifty-five percent of participants are anticipated to graduate after three years with a minimum of 25% increase in income or revenues. Approximately 52% of participants currently enrolled in EOI are minorities and another 15% are non-native speakers.

Changes to Services and Activities

In FY 2012-13 the EOI program is facing a decline in total resources of approximately 11% of its largest funding source, Community Development Block Grant (CDBG) funds, that are passed through to PDC from the Portland Housing Bureau. Total anticipated CDBG program support in FY 2012-13 is $2,114,907. The table below shows only General Fund resources.

One-time additional City General Fund support of $158,000 will offset a portion of reduced CDBG support.

In FY 2012-13, PDC anticipates the successful alignment of youth workforce services with Worksystems, Inc. and new contracts for microenterprise development. PDC also plans to issue a new RFP for adult workforce development services and will explore alignment opportunities with Worksystems, Inc.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
Expenditures					
Microenterprise Growth	0	0	29,961	0	0
Workforce Development	0	1,364,477	1,544,421	1,623,349	1,605,018
Total Expenditures	**0**	**1,364,477**	**1,574,382**	**1,623,349**	**1,605,018**

Traded Sector Economic Development

Description

The Traded Sector program is PDC's core economic development function. The program helps to create jobs by raising the competitiveness and profile of Portland's four target industry clusters: Clean Tech, Advanced Manufacturing, Athletic & Outdoor and Software. PDC program staff work collaboratively with industry coalitions to address barriers and enhance the competitiveness of both individual firms and the Portland region through strategic investments.

As a result of the adoption of the Economic Development Strategy in FY 2009-10, PDC has a clear focus on four industry clusters and the goal of creating 10,000 net new jobs in five years. In addition, PDC has developed a strategic recruitment and international strategy to attract new jobs and firms to Portland and to export Portland's products, innovation, and talent. PDC will work to ensure that traded sector strategies are aligned with Greater Portland Inc., a public-private regional entity focused on improving the region's economic prosperity.

PDC will also continue to work to establish an ecosystem of programs and services to support entrepreneurs and promising young companies. Programs like the Portland Seed Fund will continue to be a priority as well as efforts to connect scalable companies with mentors. PDC will continue to collaborate with Oregon universities around R&D and tech transfer in order to increase university spin-off economic activity.

Initiatives supported by General Fund within the Traded Sector program include:

- Cluster industry research and development ($902,634 ongoing, $564,065 one-time General Fund, $500,000 grants budgeted through the City)
- Small business working capital loan fund ($200,000 one-time General Fund)
- International business development ($205,000 one-time General Fund)
- Entrepreneurial development ($150,000 one-time General Fund)
- Portland Seed Fund ($300,000 one-time General Fund)

Goals

To support the Five Year Economic Development Strategy's goal of creating 10,000 net new jobs by 2014, this program facilitates the development of target industry clusters through the implementation of industry-defined strategies and action plans. Retention of existing businesses and jobs in the region and recruitment of new target industry businesses and jobs are primary program objectives.

Performance

PDC's traded sector work is primarily focused on implementing key initiatives and projects within each cluster action plan. Funding incentives and technical assistance are available for all target industry clusters. The program strives for the following outcomes:

- Two hundred business retention and expansion visits by PDC staff
- Twelve firms recruited to Portland
- One thousand jobs retained or created
- Cluster marketing and branding materials developed in collaboration with Greater Portland Inc
- Three annual meetings of industry advisory committees

In addition, industry-specific initiatives and outcome include:

- **Advanced Manufacturing.** Two to three workforce development events in collaboration with Worksystems Inc. and other partners; establishment of the 'NW Collaboratory' to meet Research & Development needs of the industry; and efficiency improvements of as much as 60% for companies receiving Oregon Manufacturing Extension Partnership matching grants.
- **Athletic & Outdoor.** Opening of Design Forum/PDX; landing OSU's apparel research center office in Portland; and a series of Outdoor Industry Association webinars on Eco-index and other industry-relevant topics.
- **Clean Tech.** Two firms identifying new product lines through PDC's supply chain work; defining additional renewable energy supply chain opportunities; Oregon Sustainability Center ground breaking; Eco-districts established in Lloyd and South Waterfront; Energy Efficiency/retrofit projects in neighborhood Main Streets and Central City; Green Innovation Park ground breaking.
- **Software.** Comprehensive website completed; at least two fly-outs to California area to attract software and venture capital firms; facilitate connections and opportunities between software firms and Clean Tech and Athletic and Outdoor clusters.

The focus of International Business Development will be implementing Portland's export plan identified through the Brookings Metro Export Initiative in collaboration with Greater Portland Inc. This initiative strives to help companies in the Portland region export their products and services globally. It is also intended to help companies develop new product lines based on market opportunities, particularly within the Advanced Manufacturing and Clean Tech industry clusters. In FY 2012-13, PDC will undertake at least four international trade missions and/or to attend four key industry trade events.

In FY 2012-13, the Portland Seed Fund (PSF) will include at least two funding classes of 6-10 companies at each, with a class occurring every six months. In addition, prior PSF classes will be provided ongoing support on a limited basis.

Small Business Working Capital resources will fund two to three small businesses to support both target industry cluster and neighborhood economic development strategies. Loans criteria includes the support of 150 jobs retained/created and a 2:1 leverage.

PDC will focus on continued implementation of the Entrepreneurship and Innovation Strategy through facilitated peer roundtables and the launch of a program to provide mentorship to scalable firms. Collaborating with universities will be an important component of the strategy. In addition, PDC will create two new entrepreneurial districts in the Central East Side and Old/Town China Town areas that will offer specific programs/services.

Changes to Services and Activities

Industry advisory committees will be engaged across all industry clusters. PDC will facilitate information sharing across the clusters. Greater Portland, Inc. will be engaged as a key partner in developing the industry materials, domestic and international fly-outs, attendance at trade shows, etc. PDC will work to leverage the involvement and investment of the public and private sectors, community colleges, and universities to achieve the City's job creation objective.

PDC will implement the export strategy and work closely with Business Oregon, Greater Portland and the US Department of Commerce as well as other partners to help Portland area companies access new markets.

PDC will continue to explore new opportunities to attract jobs and resources to Portland such as the recently secured federal Jobs and Innovation Accelerator Challenge grant. Some of those funds will be used to support supply chain work within the Clean Tech and Advanced Manufacturing clusters as well as to help strengthen innovation and research and development connections between area universities and advanced manufacturing firms.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
Expenditures					
Traded Sector Economic Development	0	0	1,834,634	2,184,239	2,841,223
Total Expenditures	**0**	**0**	**1,834,634**	**2,184,239**	**2,841,223**

	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
Resources					
External Revenues					
Intergovernmental	20,171	200,000	500,000	500,000	500,000
Total External Revenues	**20,171**	**200,000**	**500,000**	**500,000**	**500,000**
Internal Revenues					
General Fund Discretionary	0	3,839,959	4,948,326	5,004,591	5,844,591
Total Internal Revenues	**0**	**3,839,959**	**4,948,326**	**5,004,591**	**5,844,591**
Beginning Fund Balance	0	0	0	0	0
Total Resources	**$20,171**	**$4,039,959**	**$5,448,326**	**$5,504,591**	**$6,344,591**
Requirements					
Bureau Expenditures					
External Materials and Services	20,171	4,039,959	5,448,326	5,504,591	6,344,591
Total Bureau Expenditures	**20,171**	**4,039,959**	**5,448,326**	**5,504,591**	**6,344,591**
Fund Expenditures					
Total Fund Expenditures	**0**	**0**	**0**	**0**	**0**
Ending Fund Balance	0	0	0	0	0
Total Requirements	**$20,171**	**$4,039,959**	**$5,448,326**	**$5,504,591**	**$6,344,591**
Programs					
Accounting	20,171	200,000	500,000	0	0
Economic Opportunity	0	1,364,477	1,574,382	1,623,349	1,605,018
Neighborhood Economic Development	0	2,475,482	1,539,310	1,697,003	1,898,350
Traded Sector Economic Development	0	0	1,834,634	2,184,239	2,841,223
Total Programs	**20,171**	**$4,039,959**	**$5,448,326**	**$5,504,591**	**$6,344,591**

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

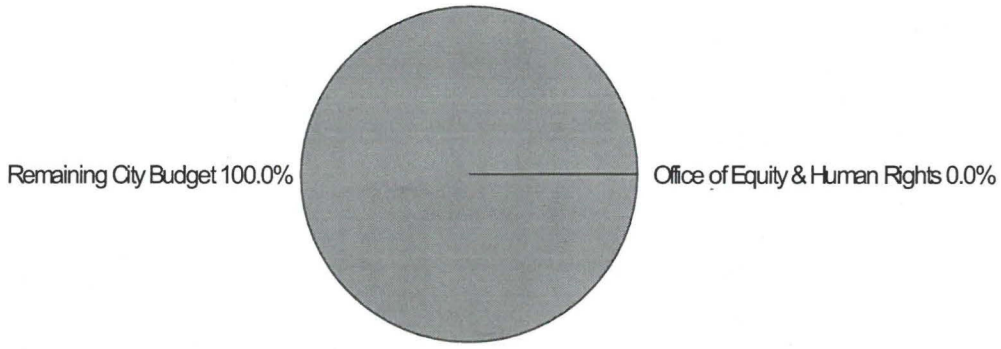
Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2012-13	2,691,192	500,000	3,191,192	0.00	FY 2012-13 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	0	179,065	179,065	0.00	Cluster development and business recruitment
	0	290,000	290,000	0.00	Main Street
	0	130,000	130,000	0.00	International business development
	0	665,000	665,000	0.00	Economic Prosperity Initiative
	0	300,000	300,000	0.00	Seed Fund
	0	450,000	450,000	0.00	Small business technical assistance
	0	5,000	5,000	0.00	Small business working capital
	0	115,000	115,000	0.00	Entrepreneurial development
	0	55,000	55,000	0.00	Business services website
	0	158,000	158,000	0.00	Economic Opportunities Initiative
	(33,666)	0	(33,666)	0.00	OMF interagency adjustments
Approved Budget Additions and Reductions					
	0	840,000	840,000	0.00	FY 2011-12 program carryover
Adopted Budget Additions and Reductions					
	0	0	0	0.00	None
	(33,666)	**3,187,065**	**3,153,399**	**0.00**	**Total FY 2012-13 Decision Packages**
			6,344,591	**0.00**	**Total Adopted Budget**

Office of Equity & Human Rights

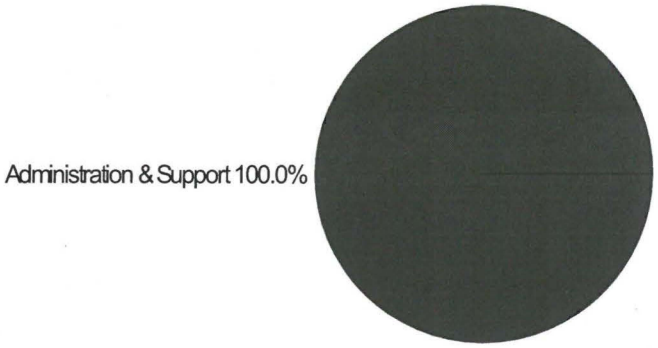
Community Development Service Area

Amanda Fritz, Commissioner-in-Charge
Dante James, Director

Percent of City Budget

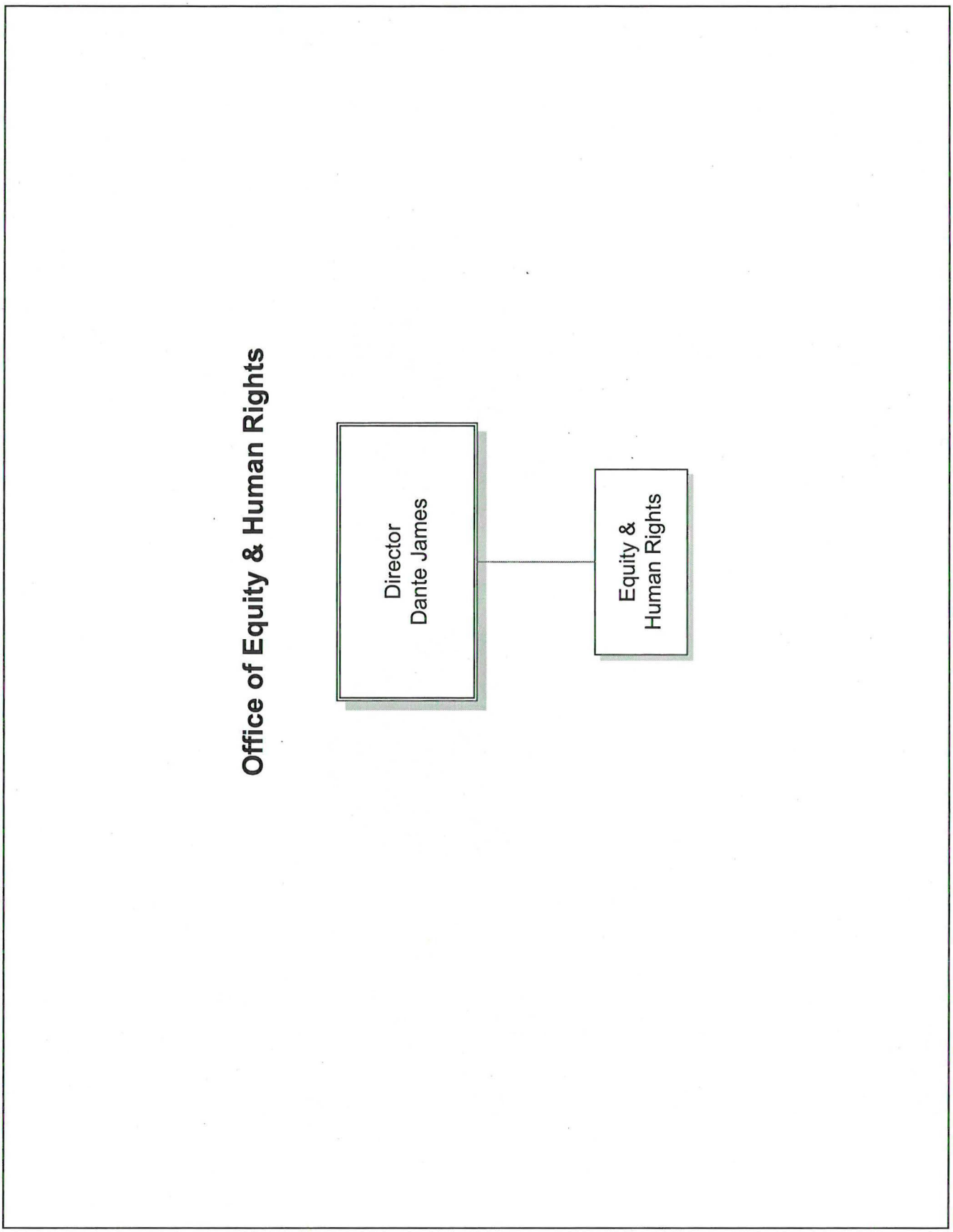


Bureau Programs



Bureau Overview

Requirements	Revised FY 2011-12	Adopted FY 2012-13	Change from Prior Year	Percent Change
Operating	898,876	1,297,266	398,390	44.32
Capital	0	0	0	0.00
Total Requirements	**898,876**	**1,297,266**	**398,390**	**44.32**
Authorized Positions	1.00	9.00	8.00	800.00


Office of Equity & Human Rights
Director
Dante James
Equity &
Human Rights

Bureau Summary

Bureau Mission

The Office of Equity and Human Rights (OEHR) engages city staff and elected officials through education and technical support to recognize and remove race and disability-related systemic barriers to equal opportunity and access, thereby making equitable policies, programs, and practices an organizational priority.

Bureau Overview

The Office of Equity and Human Rights was created in September 2011 as a directive of Council. The office will focus on closing disparity gaps and on facilitating equitable outcomes. It will help to improve participation, build partnerships, and implement a racial and ethnic justice initiative. The office will work to create the means for the City to become accountable on issues of equity with initial focus on race/ethnicity and ability/disabilities. The office will staff the Commission on Disabilities, the Human Rights Commission (HRC) as well as the Diverse and Empowered Employee Program (DEEP). A committee currently in formation called the New Portlanders Advisory Council will also be staffed by the office.

Strategic Direction

Service Improvement Plan

The following goals comprise the FY 2012-13 SIP: 1) working with City bureaus and employees to collect and evaluate data related to disparities in City government and development of an equity initiative, 2) coordinating with City bureaus and stakeholders to develop an ongoing office work plan, and 3) development of an office advisory structure.

Existing Programs

The office will work on these ongoing efforts in FY 2012-13:

- Provide staff assistance to the HRC in implementing its strategic plan programmatic goals.
- Provide leadership on human rights education and peace building presentations regarding strategic and emerging issues of human rights and equity.
- Facilitate the Inter-group Dialogue program.
- Facilitate opportunities to integrate newcomers into the economic, cultural, and political life of the city.
- Utilize the Effective Engagement Solutions program for conflict resolution regarding issues of equity within community and within City government.

Developing Programs

The office will focus on these new efforts in FY 2012-13:

- Development of a New Portlanders Advisory Council
- Create and facilitate training and education in the area of equity.
- Staff and manage the Citywide Diversity Committee currently housed in the Bureau of Human Resources.
- Develop performance metrics for the office programs and efforts.

Summary of Budget Decisions

The Office of Equity and Human Rights General Fund discretionary allocation is $1,297,266. The budget resources are comprised of $525,000 in ongoing funding first allocated by Council in FY 2011-12, and ongoing funding formerly allocated to the Office of Human Relations, which ceased operationally as a bureau in January 2012.

The issue of replacing some or all of the bureau's allocation of General Fund discretionary with General Fund overhead funding will be revisited in FY 2012-13; the bureau will submit a proposal to the City's General Fund Overhead Committee for consideration that includes details of bureau programmatic and operational structures, goals, and objectives.

Budget Reductions

There are two reductions to the Office of Equity's budget in FY 2012-13.

OMF Interagency Adjustments

The package reflects a decrease of $1,324 in interagency costs resulting from decision packages in the Office of Management and Finance. An adjustment to the bureau's General Fund discretionary target was made to balance the decreased costs.

Non-Represented Merit Freeze

The package reflects a decrease of $7,375 in personnel services costs resulting from a freeze on merit increases in FY 2012-13 for non-represented employees making more than $45,000 per year.

Budget Realignments

Authorization of Three Positions

The bureau requested and received Council authorization to add three new permanent positions in the FY 2012-13 Adopted Budget. The positions are a Senior Administrative Specialist, an Assistant Director, and a Program Coordinator. Funding for the positions will come from existing bureau resources.

Administration & Support

Description

The office has one program, the Administration & Support program, under which all bureau activities occur. The program assists City staff and elected officials to recognize institutional and systemic barriers and create access and opportunity for all. Some of the efforts that the program will engage in during FY 2012-13 are developing education and technical tools and programs including interactive workshops, employee-based committees, community-based committees, peer networking, and regional support. Results will be based on measures established by City Council and based on Portland Plan policies and action items.

Goals

The program will focus its FY 2012-13 work on 1) internal efforts to train, engage, and partner with City staff to understand and recognize systemic barriers and apply an equity lens to City services and policies, and 2) on external efforts to create partnerships and community engagement supporting equity in the city.

Changes to Services and Activities

The Office of Equity and Human Rights was established by ordinance in September 2011 and the organizational development of the program occurred throughout the remainder of FY 2011-12. The FY 2012-13 Adopted Budget for the program includes a total of 9.0 FTE, of which three are new positions in this fiscal year. FY 2012-13 will be the first full operational year for the program.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	0.00	0.00	1.00	6.00	9.00
Expenditures					
Administration	0	0	0	171,100	171,100
Operations	0	0	898,876	1,126,166	1,126,166
Total Expenditures	**0**	**0**	**898,876**	**1,297,266**	**1,297,266**

Office of Equity & Human Rights

Summary of Bureau Budget

Community Development Service Area

	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
Resources					
External Revenues					
Total External Revenues	**0**	**0**	**0**	**0**	**0**
Internal Revenues					
General Fund Discretionary	0	0	898,876	1,297,266	1,297,266
Total Internal Revenues	**0**	**0**	**898,876**	**1,297,266**	**1,297,266**
Beginning Fund Balance	0	0	0	0	0
Total Resources	**$0**	**$0**	**$898,876**	**$1,297,266**	**$1,297,266**
Requirements					
Bureau Expenditures					
Personnel Services	0	0	568,446	914,805	914,805
External Materials and Services	0	0	303,397	300,588	284,778
Internal Materials and Services	0	0	27,033	81,873	97,683
Total Bureau Expenditures	**0**	**0**	**898,876**	**1,297,266**	**1,297,266**
Fund Expenditures					
Total Fund Expenditures	**0**	**0**	**0**	**0**	**0**
Ending Fund Balance	0	0	0	0	0
Total Requirements	**$0**	**$0**	**$898,876**	**$1,297,266**	**$1,297,266**
Programs					
Administration & Support	0	0	898,876	1,297,266	1,297,266
Total Programs	**0**	**$0**	**$898,876**	**$1,297,266**	**$1,297,266**

Class	Title	Salary Range Minimum	Salary Range Maximum	Revised FY 2011-12 No.	Revised FY 2011-12 Amount	Proposed FY 2012-13 No.	Proposed FY 2012-13 Amount	Adopted FY 2012-13 No.	Adopted FY 2012-13 Amount
30000434	Administrative Assistant	45,074	69,451	0.00	0	0.00	0	1.00	60,000
30000458	Bureau Director, Assistant to	75,109	100,048	0.00	0	0.00	0	1.00	75,108
30000493	Community Outreach & Informtn Rep, Sr	60,341	80,475	0.00	0	1.00	68,010	1.00	68,010
30001758	Equity and Human Rights Director	102,648	146,952	1.00	102,648	1.00	102,648	1.00	102,648
30000464	Program Coordinator	60,341	80,475	0.00	0	1.00	66,710	2.00	127,046
30000463	Program Specialist	54,725	72,925	0.00	0	2.00	121,038	2.00	121,038
TOTAL FULL-TIME POSITIONS				1.00	102,648	5.00	358,406	8.00	553,850
30000012	Office Support Specialist II	31,512	43,950	0.00	0	1.00	43,956	1.00	43,956
TOTAL PART-TIME POSITIONS				0.00	0	1.00	43,956	1.00	43,956
TOTAL LIMITED TERM POSITIONS				0.00	0	0.00	0	0.00	0
GRAND TOTAL				1.00	102,648	6.00	402,362	9.00	597,806

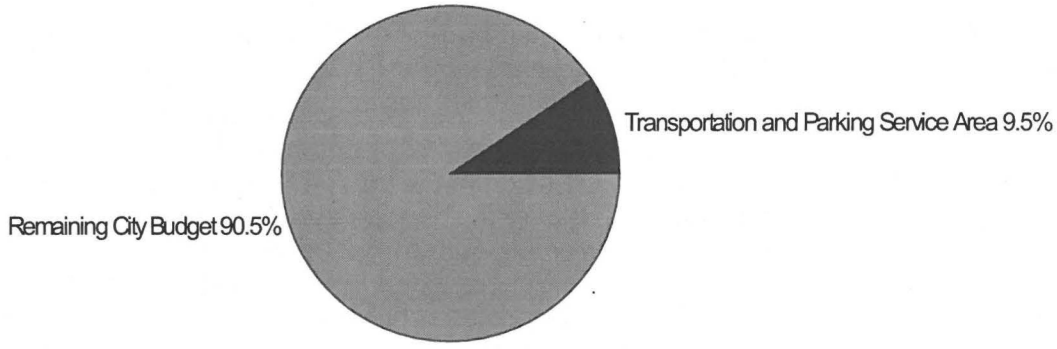
This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2012-13	1,306,498	0	1,306,498	6.00	FY 2012-13 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	0	(7,375)	(7,375)	0.00	Non-represented merit freeze
	(1,857)	0	(1,857)	0.00	OMF interagency adjustments
Approved Budget Additions and Reductions					
	0	0	0	1.00	Position authorization: Sr Administrative Specialist
	0	0	0	1.00	Position authorization: Asst Director
	0	0	0	1.00	Position authorization: Program Coordinator
Adopted Budget Additions and Reductions					
	0	0	0	0.00	None
	(1,857)	**(7,375)**	**(9,232)**	**3.00**	**Total FY 2012-13 Decision Packages**
			1,297,266	**9.00**	**Total Adopted Budget**

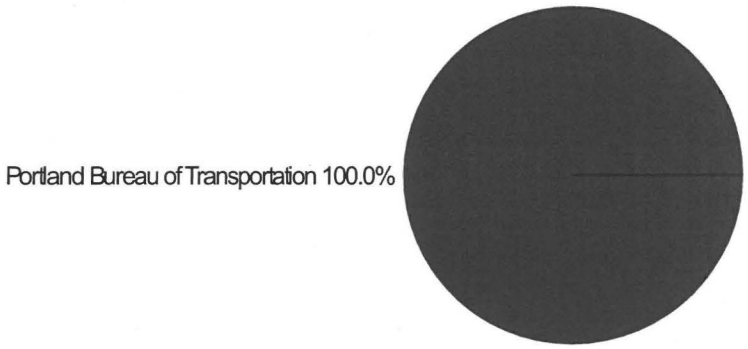
Transportation and Parking Service Area

- Portland Bureau of Transportation

Percent of City Budget



Percent of Service Area Budget



Service Area Overview

Requirements	Revised FY 2011-12	Adopted FY 2012-13	Change from Prior Year	Percent Change
Operating	175,004,749	166,235,081	(8,769,668)	(5.01)
Capital	111,664,487	173,521,453	61,856,966	55.40
Total Requirements	**286,669,236**	**339,756,534**	**53,087,298**	**18.52**
Authorized Positions	762.08	738.15	(23.93)	(3.14)

Service Area Highlights

Description

The Transportation and Parking service area includes those programs that plan, build, manage, maintain, and facilitate an effective and safe transportation system and provide access and mobility throughout the city. The service area consists of one bureau, the Portland Bureau of Transportation (PBOT).

Major Themes

Bureau of Transportation

PBOT's total Adopted Budget for FY 2012-13 is $341.5 million. Of that amount, the Capital Improvement Plan for FY 2012-13 totals $173.5 million.

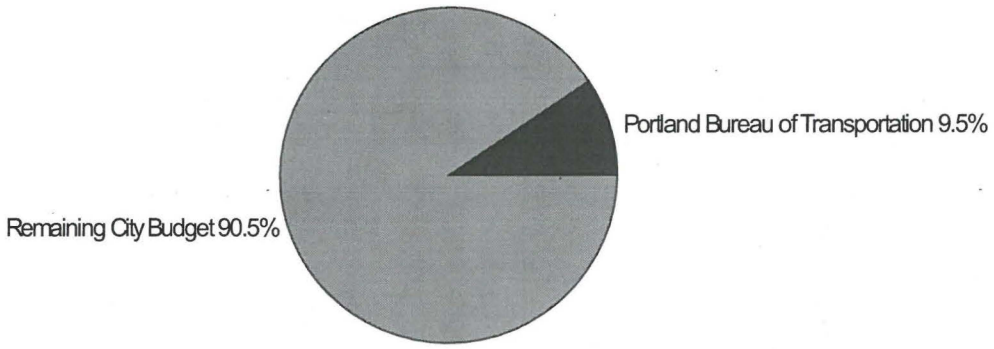
PBOT's FY 2012-17 financial forecast identified the need to cut ongoing discretionary programs by $15.1 million starting in FY 2012-13. A major factor is the $32.2 million reduction to the bureau's discretionary General Transportation Revenues (GTR) over the forecast period ($6.4 million annually). Of this amount, state gas tax revenues are reduced by $4.8 million annually. Additionally, the transfer from the General Fund to the Transportation Operating Fund related to Utility License Fee revenues has been reduced by $1.6 million annually from PBOT's original forecast.

Portland Bureau of Transportation

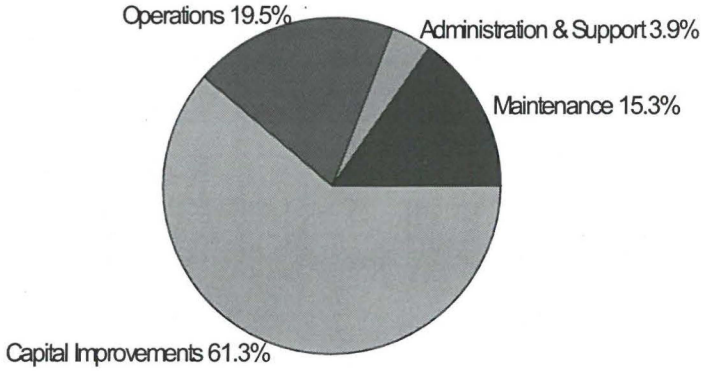
Transportation and Parking Service Area

Mayor Sam Adams, Commissioner-in-Charge
Tom Miller, Director

Percent of City Budget

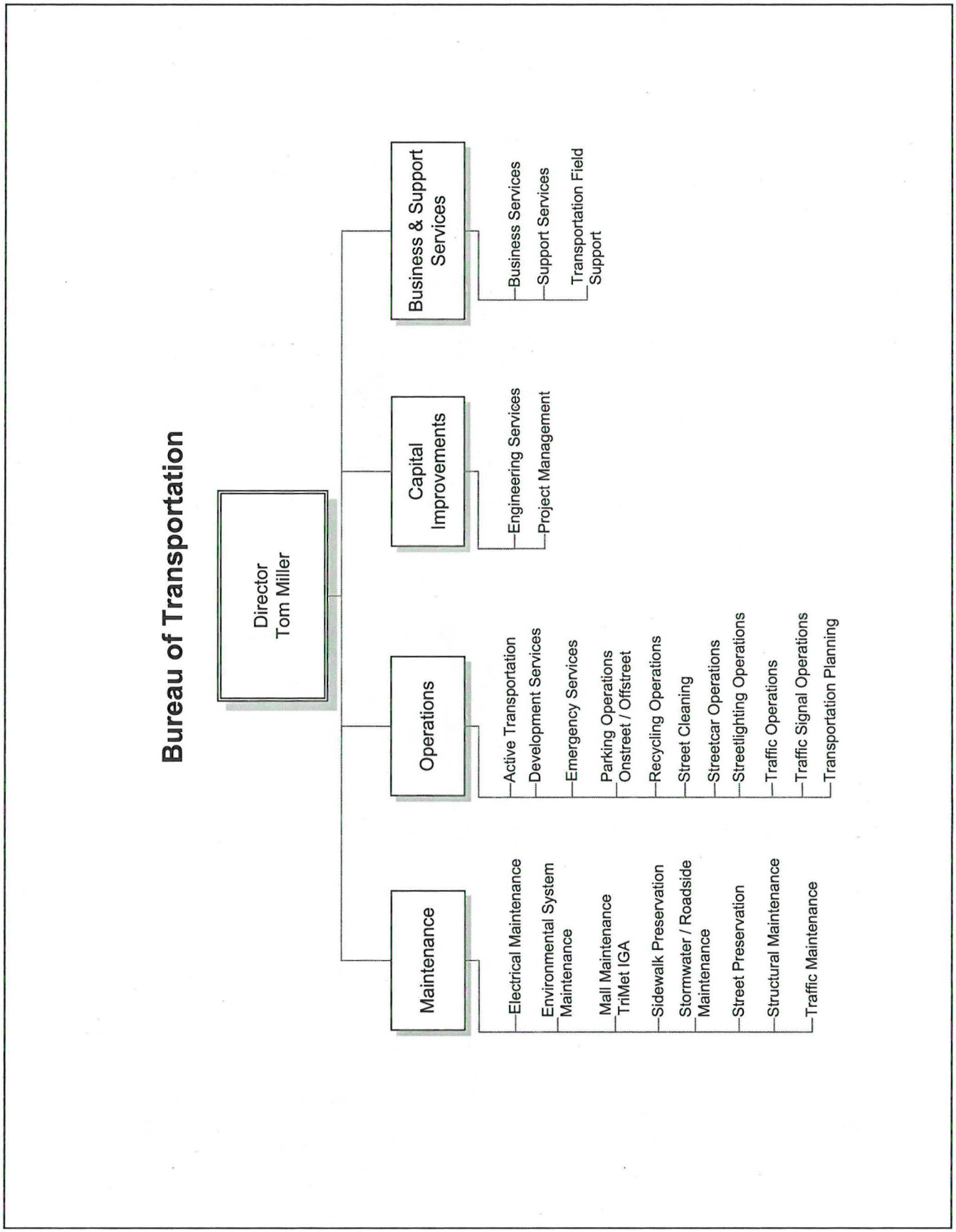


Bureau Programs



Bureau Overview

Requirements	Revised FY 2011-12	Adopted FY 2012-13	Change from Prior Year	Percent Change
Operating	175,004,749	166,235,081	(8,769,668)	(5.01)
Capital	111,664,487	173,521,453	61,856,966	55.40
Total Requirements	**286,669,236**	**339,756,534**	**53,087,298**	**18.52**
Authorized Positions	762.08	738.15	(23.93)	(3.14)


Bureau of Transportation
Director
Tom Miller
Maintenance
Electrical Maintenance
Environmental System Maintenance
Mall Maintenance TriMet IGA
Sidewalk Preservation
Stormwater / Roadside Maintenance
Street Preservation
Structural Maintenance
Traffic Maintenance
Operations
Active Transportation
Development Services
Emergency Services
Parking Operations Onstreet / Offstreet
Recycling Operations
Street Cleaning
Streetcar Operations
Streetlighting Operations
Traffic Operations
Traffic Signal Operations
Transportation Planning
Capital Improvements
Engineering Services
Project Management
Business & Support Services
Business Services
Support Services
Transportation Field Support

Bureau Summary

Bureau Mission

The Portland Bureau of Transportation (PBOT) 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 2012-13 Adopted Budget for PBOT totals $289.5 million (not including fund level expenses) in four budget programs: Operations, Maintenance, Capital Improvement, and Business and Support Services.

Strategic Direction

Service Improvement Plan

Integrate On and Off-Street Parking Programs

Parking is a service that PBOT provides across the city in the public right-of-way as well as off-street in downtown parking garages and other locations. Effectively managing this service is a complex and dynamic task, as spatial, financial, political and other conditions related to use of public space for parking change virtually every day.

Physical growth and associated changes in land use conditions require an active parking management strategy that deploys pricing as a tool to achieve community-desired outcomes. Paid parking has become the bureau's second largest, and most stable, revenue source. This is a trend likely to remain into the foreseeable future.

Currently, PBOT manages on and off-street parking with different programs and by different groups. Parking Meter Operations and Parking Enforcement are in the Transportation Systems Management group and Meter Maintenance is in the Maintenance group. The SmartPark parking garages operate under Business Services.

The goal is to integrate parking into one program. Business processes need to be established to efficiently and effectively manage the parking infrastructure.

Create an Active Transportation Group

PBOT proposes to reorganize the current Transportation Options division and components of the Planning division to create a group named Active Transportation. The change will allow PBOT to concentrate its limited resources on active transportation outcomes in a strategic manner. The importance of active transportation strategies is expected to increase as the community seeks more cost-effective and sustainable transportation services.

A FY 2012-13 goal is to reorganize and implement new business practices for the active transportation group.

Expanded Asset Management Program

The bureau has focused on asset management for data collection purposes for over 20 years. In the last several years, there has been an effort to reset the foundation for asset management, using best practices as a guide. Improvements in data collection and asset management practices are needed to strengthen the program, utilize the information for decision-making and communicating the transportation system needs to stakeholders.

A FY 2012-13 goal of this improvement is to enhance data collection systems and better communicate how PBOT is or is not meeting levels of service for all assets and funding needs.

Conduct an Outside Review of PBOT Business Practices

PBOT will hire an independent, third-party consultant to review its internal processes and business practices specifically for efficiencies and more effective business processes in FY 2012-13. The goal will be to identify efficiencies and opportunities for improving business practices with operational improvements throughout the organization.

Mobile Technology

The bureau's current work processes and asset management tracking are inefficient and ineffective because the bureau continues to rely on manual documentation of the work that is done. This information may or may not make it into an electronic database for tracking and analysis of accomplishments and needs. Numerous hours of staff time are spent on this method of data processing and collection. Mobile technology can create efficiencies in the work that is done by eliminating paper work and the need for double data entry.

In FY 2012-13, PBOT will create, test, and implement a mobile time entry solution to track work done by the Maintenance Division.

Significant Changes to Revenues

PBOT's FY 2012-17 financial forecast identified the need to cut ongoing discretionary programs by $15.1 million starting in FY 2012-13. A major factor is $32.2 million reduction to the bureau's discretionary General Transportation Revenues (GTR) over forecast ($6.4 million annually). Of this amount, State Gas Tax revenues are reduced by $4.8 million annually. Additionally, the transfer from the General Fund to the Transportation Operating Fund related to Utility License Fee revenues has been reduced by $1.6 million annually from PBOT's original forecast.

Summary of Budget Decisions

Reduction Packages

These packages implement the following changes in the bureau's budget: a $1,217,279 reduction in General Fund ongoing, a $122,829 reduction in General Fund one-time, and a $17,026,064 reduction in other revenues for a total reduction of $18,366,172 million.

- Reduce Central Interagencies $200,000
- Reduce Timekeeping and Payroll Services: $68,800
- Reduce GIS and Mapping Services: $98,198
- Reduce Financial Planning: $5,800
- Reduce Financial Management: $88,424

- Reduce BTS Interagency: $120,000
- Reduce Recycling Operations GTR: $141,430 / increase program revenue $141,430
- Reduce Rail~Volution Contribution: $5,000
- Reduce Stores Operation: $60,000
- Reduce Facilities and Equipment Management: $221,338
- Reduce Fleet and Equipment Management: $205,000
- Reduce Right-of-Way Acquisitions: $13,925
- Reduce Parking Operations: $160,000
- Reduce Parking Meter Maintenance: $215,000
- Reduce Parking Finance: $56,900
- Reduce Parking Enforcement: $50,000
- Reduce CIP for Traffic Signal Rehabilitation: $100,000
- Reduce CIP for Signal Reconstruction and Communication: $100,000
- Reduce CIP for Pedestrian and Bike Safety: $50,000
- Reduce CIP for Structurally Deficient Bridges: $34,495
- Reduce CIP for Contract Paving (HB2001): $1,855,000
- Reduce CIP for Contract Paving: $2,800,000
- Reduce CIP for Arterial Sidewalks: $60,000
- Reduce CIP for 15 Miles Bike Blvd: $100,000
- Reduce Downtown Marketing Contract: $647,700
- Reduce Endangered Species Act Contribution: $140,000
- Reduce Residential Street Cleaning: $444,202
- Reduce Street Area Landscaping: $150,000
- Reduce Special Event Assistance GTR: $170,000 / increase program revenues $170,000
- Reduce Red Light Camera: $480,000
- Reduce Guardrail Maintenance: $50,000
- Reduce Fence and Stairway Repairs: $100,000
- Reduce Environmental System Repairs: $151,600
- Reduce Active Transportation: $300,000
- Reduce Transportation Planning: $250,000
- Reduce Bike and Pedestrian Area Street Cleaning: $50,000
- Reduce Arterial Street Cleaning: $15,774
- Reduce Downtown Mall and Light Rail (LRT) Area Cleaning: $50,000
- Reduce CBD Street Cleaning: $72,110
- Reduce Sidewalk Repairs: $260,000
- Reduce Sidewalk Postings and Inspections: $245,000
- Reduce Sidewalk Corners, Curbs and ADA Ramps: $1,000,000
- Reduce Central Business District (CBD) Program: $37,428
- Reduce Traffic Operations & Investigations: $110,000
- Reduce Structural Maintenance: $400,000
- Reduce Pavement Management: $103,355

- Reduce Downtown Mall Maintenance and Security: $85,000
- Reduce Streetcar Operations and Maintenance: $350,000
- Reduce Street Lighting Operations and Infrastructure Mgmt: $86,160
- Reduce Project Management: $100,000
- Reduce Pavement Maintenance: $186,860
- Reduce Construction Inspection: $82,434
- Reduce Civil Design: $133,140
- Reduce Pavement Markings: $219,200
- Reduce Maintenance Design: $111,834
- Reduce Bridge Maintenance: $100,000
- Reduce Bridges and Structures: $24,900
- Reduce Sign Maintenance: $96,700
- Reduce Electrical Maintenance: $537,490
- Reduce Traffic Signals: $99,920
- Reduce General Fund Transfer - Downtown Marketing: $177,144
- Reduce General Fund Transfer - Street Light Energy 1: $179,068
- Reduce General Fund Transfer - Street Light Energy 2: $178,106
- Reduce Transportation Planning External Resources: $55,000
- Reduce Project Management Grant: $129,000
- Reduce Permit Activity: $236,000
- Reduce Personnel Services - Freeze Non-Rep Merit Increases $122,829
- PBOT Fund Level Adjustments: $1,607,629
- Reduce Sr. Public Works Supv Positions: $648,655
- Reduce Engineering Services: $119,550
- Reduce Traffic Operations - Division Mgr: $127,530
- Reduce Development Services Assistance: $60,000
- Reduce Communications: $126,568
- Reduce OMF Interagencies - General Fund $682,961 / Other Revenues: $22,555

Add Packages

The packages below implement the following changes to the bureau's budget; an increase of $120,000 in General Fund one-time and an increase of $123,339,772 million in other revenues for a total increase of $123,459,772:

- Add GTR - Street Light Energy 1: $179,068
- Add GTR - Street Light Energy 2: $178,106
- Add GTR - Northwest Parking Operating: $3,200,000
- Add Northwest Parking Capital: $1,500,000
- Add Streetcar Positions: $242,208
- Add Rail~Volution Position: $90,390
- Add General Fund Support for Sunday Parkways: $120,000
- Add PBOT Revenue Adjustments: $246,691
- Add Parking Garage Transfer: $1,200,000
- Add Parking Enforcement Meter Dist: $450,000
- Add Street Cleaning Program Redesign - M&S: $100,000

- Add Downtown Marketing Contract Restoration: $953,309
- Add Portland Milwaukie LRT Local Match CIP: $45,000,000
- Add Sellwood Bridge Match Payment CIP: $70,000,000

Although there is $4.7 million associated with establishing a Northwest Parking district in FY 2012-13, the district is projected to result in net revenues to the bureau in the amount of $1.5 million starting in FY 2013-14. If the parking district implementation is delayed, the bureau would experience one-time savings in FY 2012-13 but would experience a revenue loss in the remaining years of the five-year forecast.

Realignment Packages

The packages listed below have a net zero budgetary impact but increase the bureau's overall FTE count by 12.00 FTE:

- Realign Unemployment Due to Personnel Changes
- Realign Bike Parking Operations - Reduction of 0.50 FTE
- Realign Sidewalk Positions - Increase of 6.00 FTE
- Realign Public Works Position - Increase of 1.00 FTE
- Realign Active Transportation Positions - Increase of 4.50 FTE
- Realign Parking Operations Position - Increase of 1.00 FTE
- Reclassify Parking Enforcement Positions
- Reclassify Maintenance Operation Position

Capital Budget

Bureau Summary

The Bureau of Transportation Capital Improvement Plan (CIP) directs nearly $209.8 million of investment into Portland's transportation infrastructure over 5 years. Portland's transportation CIP continues to focus on key issues critical to the long-term economic health and livability of the City through targeted investments in key areas of our transportation system. The Bureau is also a funding partner on critical regional projects sponsored by other agencies such as Tri Met, ODOT, and Multnomah County.

CIP Highlights

There are three main highlights within the PBOT CIP:

- Final stage of the Eastside Streetcar Project and vehicle acquisition
- Outer East and Southwest arterial sidewalk infill projects
- Five-year suspension of contract paving/major pavement rehabilitation projects

Major Issues

Resources are not keeping pace with expenditure requirements for a variety of factors including inflation and expiring or uncertain resource streams.

Limited GTR. The stagnant economy and structural problems with gas taxes are resulting in a significant GTR reduction in the CIP program. With federal grant and PDC funding dwindling, this put additional strain on the discretionary dollars to fund projects. Congress is unlikely to reauthorize a new six year transportation bill until after the presidential election, and there is much uncertainty about the future funding levels for federal transportation grants.

System Development Charges (SDC). With the downturn in the economy, development has slowed down significantly. SDC revenues have dropped by as much as 70% from FY 2008-09 to FY 2009-10. This decrease in SDC revenues has limited PBOT's ability to fund and leverage projects for current and future years.

Oregon Transportation Investment Act funds (OTIA) funding. OTIA funds, like SDC, are already committed to projects. Once those projects are completed the funds are depleted, unless the legislature enacts a new OTIA phase. Lacking any action by the legislature, this significant source of CIP funds will disappear after FY 2012-13.

Local Improvement District (LID) funding. Local street improvements utilize the LID program to provide funding. The LID program, in turn, usually relies on public subsidies to make the project affordable for the benefiting property owners. However, there is no funding available to subsidize new LID's. Without a new funding source, the LID program for local streets will likely be very limited to commercial or developer requested LID's. LID funding for FY 2012-13 is $2.6 million and $3.8 million for five years.

Changes from the Prior Year

Over the past year, PBOT has completed a number of projects including: ARRA funded bicycle, sidewalks, preservation and rehabilitation projects. Additioanlly, the bureau will be completing the federal TIGER grant funded Southwest Moody projects.

In FY 2012-13 CIP, PBOT has over $26 million of newly defined projects in the CIP funded by federal, state, and local jurisdictions as well as one-time HB 2001 funding for sidewalks project for Southwest and East Portland

Strategic Direction

Council Goals

CIP projects are consistent with the City of Portland's Goals. The City's goals as outlined in the FY 2006-2007 Adopted Budget:

- Ensure a safe and peaceful community
- Promote economic vitality and opportunity
- Improve the quality of life in neighborhoods
- Protect and enhance the natural and built environment
- Operate and maintain an effective and safe transportation system

City Comprehensive Plan

CIP projects are consistent with the City of Portland's definition of capital projects. The Capital Improvement Plan is also consistent with the transportation element of the City of Portland's Comprehensive Plan, the Portland Office of Transportation Charter and the Office of Transportation Strategic Plan.

Criteria

PBOT considered the guiding themes of Equity, Return on Investment, Minimum Legal Requirements, and Revenue Generation in the application of its Strategic Initiative Program Criteria in reviewing all programs and projects. These criteria are:

- Improves transportation safety
- Effective and efficient maintenance of transportation assets
- Public health and livable communities

- Supports business and employment to promote economic vitality

Capital Planning and Budgeting

Capital Planning Process

PBOT capital projects requests are received throughout the year from a variety of sources internal and external to the bureau. Portland Bureau of Transportation receives requests for capital improvements from neighborhoods, businesses, and individuals. Projects are identified and developed through neighborhood plans and studies adopted by City Council, such as the East Portland In Motion Implementation Strategy. In addition, PBOT partners with other public and private organizations to develop new project ideas for which we share common transportation goals and values. These projects are compiled in the Transportation System Plan (TSP). Other projects arise from PBOT Asset Management Plan. Several of the projects were initiated from the 2008 Safe Sound and Green Proposal.

Projects included in the Transportation CIP have been evaluated in accordance with Strategic Initiative Program Criteria.

In January, the Directors Team finalized the requested CIP list. On January 17, 2012, the Bureau's Budget Advisory Committee considered the proposed five-year CIP. The requested CIP was then submitted to the Office of Management and Finance via the Bureau's Requested Budget.

Financial Forecast Overview

The CIP directs $173.5 million of investment into Portland's transportation infrastructure in the FY 2012-13 Adopted Budget. Portland's transportation CIP continues to focus on key issues critical to the long-term economic health and livability of the City through targeted investments in key areas of the City's transportation system. The bureau is also a funding partner on critical regional projects sponsored by other agencies including Tri Met, Oregon Department of Transportation (ODOT), and Multnomah County.

The Transportation CIP is designed to be constrained within identified and committed funding resources. The first two years of the proposed CIP reflect PBOT's committed projects funded with grants and contracts as well as local resources. The last three years of the CIP includes a limited number of projects. Most of the grant and other non-GTR revenue sources available to PBOT do not extend beyond the first two years of the CIP.

Asset Management and Replacement Plans

PBOT publishes the Transportation Asset Status and Condition Report on an annual basis. The Status and Conditions report is an asset management tool which highlights individual components in the system, the conditions they are in, unmet needs that exist to properly maintain the assets, and the accomplishments achieved over the past year.

Capital Programs and Projects

Capital Program Descriptions

The current CIP program aligns with the PBOT BAC criteria of:

- Safety - 30%
- Asset Management - 30%
- Healthy / Livability - 20%
- Economic vitality - 20%

Major Funding Sources

Grants and contracts. These include state and federal grants as well as contracts with other local jurisdictions such as PDC, Port of Portland and TriMet.

The Regional Flexible Funds, formerly known as the Metro Transportation Improvement Program, is the regional process for identifying which transportation projects and programs will receive fund from the federal Surface Transportation Program and Congestion Mitigation/Air Quality grant funds. Municipalities in the Portland metropolitan area are allocated funds based on criteria established by the Joint Policy Advisory Committee on Transportation and the Metro Council.

The third Oregon Transportation Investment Act (OTIA) passed in 2003, raised fees to pay for bridge and highway repairs across Oregon. The funds will be used to repair major arterials and bridges to keep goods and people moving in the City. This funding expires in FY 2012-13.

The PDC, through tax-increment financing, has been a partner in developing transportation-related projects in PBOT's CIP. Projects supported in part by PDC funds include the Eastside Streetcar extension and Lents Town Center improvements.

System Development Charges. SDCs will fund about $1.2 million in capital projects for FY 2012-13. Developers pay fees to defray the cost of system improvements required for new development. SDC funds are collected annually but accounted separately from other bureau program revenues and are allocated to the budget as qualifying projects are initiated.

The SDC program was adopted by City Council in 1997 and renew in 2007. Strict criteria govern the projects that may use SDC funds. About $1.6 million of SDC funds will be spent on projects in this five-year CIP.

Interagency Funding. This includes funding from General Fund as well as other City agencies. It also includes Local Improvement Districts.

General Transportation Revenue (GTR). GTR is PBOT's primary source of discretionary revenue. GTR is comprised of the following sources: State Highway Trust Fund (mostly motor fuel taxes), parking garage and parking meter fees and fines. State Highway Trust Fund monies are constitutionally restricted for use on ,Äúconstruction of roads streets, and roadside rest areas.,Äù

GTR makes up 12% of the funding source in the FY 12-13 CIP. This includes carryover and one-time GTR funding. The on-going/baseline GTR in FY 12-13 is 2% ($4.3 mil) of the total CIP. The majority of this money is committed to match federal, state and other grants and contracts.

Major projects

Major projects in the FY 2012-13 Adopted Budget include:

Eastside Streetcar

The Portland Streetcar Eastside project will bring streetcar service to the Lloyd District and the Central Eastside. It will help stimulate and support new high-density, mixed-use development in the Central City east of the Willamette River. Substantial work including civil engineering, track work and electrification elements was completed in March of 2012. Revenue service is on track to start by the end of September 2012.

Portland Milwaukie Light Rail

This project will extend light rail transit from downtown Portland over a new bridge across the Willamette River through southeast Portland and then south along McLoughlin Boulevard into the City of Milwaukie. Revenue service is projected to start in late 2015. The project is now awaiting approval by the Federal Transit Administration of the full funding grant agreement. The agreement is expected to be signed in the summer of 2012. The City's match contribution is due to TriMet in September of 2012.

Division Streetscape

The Division Streetscape and Reconstruction project includes pavement rehabilitation, streetscape, and green street improvements on southeast Division Street between southeast 10th and 39th Avenues. Improvements include curb extensions, bioswales, stormwater planters, new street trees, new bike infrastructure, public art, and combined sewer repairs. The project is funded by local and federal transportation funds. This project is anticipated to begin construction in the summer of 2012.

Arterial Sidewalk Infill Program

This program utilizes a one-time allocation of $16.0 million of House Bill 2001 funds to focus on planning, designing, and constructing sidewalks on segments of arterial streets without sidewalks in East and Southwest Portland. Project identification and selection has been completed with community input through the East Portland In Motion Implementation Strategy and coordination with the Southwest Neighbors Inc. district coalition. Funding for the program is provided by general transportation revenue. In order to gain the greatest benefit from these dollars, PBOT has developed opportunities to leverage other local and federal funds, as available, for some projects.

122nd: Holgate-Ramona, SE

This is a component of the Sidewalk Infill Program. The project was selected as a part of East Portland in Motion, East Portland Action Plan, and confirmed during the sidewalk selection process led by the Pedestrian Coordinator. Continuous sidewalks will be added from SE Holgate to SE Ramona on SE 122nd and include crossing improvements. Funds are provided by general transportation revenue, which leverages federal grant dollars and Portland Development Corporation (PDC) funds.

13.5 Miles of Bike Boulevard

House Bill 2001 funds will leverage funds from PBOT, PDC, Bureau of Environmental Services and other sources to design and construct new bicycle boulevards/neighborhood greenways to continue to expand an integrated network. PBOT intends to construct 13.5 miles of new neighborhood greenways. Other projects funded will focus on bridging gaps in the existing bicycle network and implementing projects as a part of the Portland's Bicycle Plan for 2030. This program is being reduced by $150,000 in FY 2012-13 as a part of budget reductions within the bureau.

Sellwood Bridge

The project was conceptualized once it was determined that the existing bridge was ending its useful life. The Sellwood Bridge project is a Multnomah County project with the City of Portland serving as a partnering agency. The project will replace the Sellwood Bridge and modify the west side interchange and will accommodate pedestrians, bicyclists, motor vehicles, and transit operations. The project is in the final engineering phase with construction anticipated to begin in Summer 2012 and be complete in 2016. The project is funded by local and federal transportation funds.

Net Operating and Maintenance Costs

Transportation assets, such as, sidewalks and streets when built have a useful life of 20-50 years. Therefore, Transportation's capital projects do not typically have a change in the operating and maintenance costs in the first five years.

However, the streetcar system (Eastside and Westside) has an annual operating and maintenance costs of $8.1 mil. It is funded by 67% external funding partners and 33% GTR.

Budget Notes

Restructuring of Operational Zones

Council directs bureaus with operational zones in the City, including the Police Bureau, Fire & Rescue, Parks & Recreation, Bureau of Transportation, and the Office of Neighborhood Involvement, to review the borders of those zones and collaborate with the Bureau of Planning and Sustainability on aligning those boundaries where appropriate.

Alternative Revenue Sources

The Portland Bureau of Transportation is directed to work with its Budget Advisory Committee and explore alternative revenue options. The bureau is directed to report to Council on its findings by January 1, 2013.

Streets of Citywide Significance

The FY 2012-13 Portland Bureau of Transportation's (PBOT) budget is based upon the Streets of Citywide Significance prioritization approach. Streets of Citywide Significance are travel corridors PBOT identifies for priority expenditures due to their high traffic volume across all modes. The prioritization is necessary because the scope of resources needed to maintain transportation infrastructure greatly exceeds resources available. These streets are described in the Streets of Citywide Significance map.

Administration & Support

Description

The Administration & Support program provides support for the Operations, Maintenance, and Capital Improvement programs of the bureau. Services are organized into the following areas:

Business Services

PBOT Business Services provides technical and internal administrative support for all transportation programs. This program includes payroll, accounting, budgeting, finance, training and safety, asset management, information management, and contract management services. Additionally, this program works to ensure the most effective use of technology through the bureau's interagency with the Bureau of Technology Services.

Field Support

PBOT Field Support provides specialized services for all transportation programs to maximize the efficiency and effectiveness of field operations. This program provides for field communication in radio dispatch, stores operations, as well as facility, equipment, and liability management.

Support Services

PBOT Support Services provides overall administrative guidance and direction for the Operations, Maintenance, and Capital Improvement programs of the bureau. In addition, this program provides communications support, and managing the OMF internal services interagency agreements.

Goals

The primary goal of the Administration & Support program is to provide support for the services that plan, build, operate, and maintain an effective and safe transportation system.

Performance

The performance of this program is measured by the bureau's effective and efficient support of Transportation's maintenance, operations, and capital improvement programs. This includes fiscally responsible operations, consistent compliance with City code and policies, and dedication to quality customer service.

Changes to Services and Activities

To improve services, PBOT is integrating on and off-street parking services, including parking finance, into one program in FY 2012-13. For more information on this change, please see the Service Improvement Plan in the Strategic Direction section of this document.

To balance revenues and expenses, PBOT's FY 2012-13 Adopted Budget includes reductions to programs previously funded by General Transportation Revenues, General Fund revenues, and other revenues. Examples of reductions to the Administration & Support Program include cuts to Business Services, Field Support, and Support Services. A complete list of reductions, adds, and realignments is available in the Summary of Budget Decisions in the Bureau Summary section of this document.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	68.77	74.00	64.50	50.00	50.00
Expenditures					
Administration & Support	515,337	370,593	0	0	0
Business Services	10,127,259	10,231,434	2,865,167	(4,312,979)	1,786,466
Field Support	4,618,440	5,323,109	5,885,588	2,819,854	2,742,778
Support Services	5,239,753	7,470,511	7,418,094	6,568,972	6,740,857
Total Expenditures	**20,500,790**	**23,395,647**	**16,168,849**	**5,075,847**	**11,270,101**

Capital Improvements

Description

The PBOT Capital Improvement Program (CIP) directs $173.5 million of investment into Portland's transportation infrastructure. Portland's transportation CIP continues to focus on key issues critical to the long-term economic health and livability of the city through targeted investments in key areas of the transportation system. The bureau is also a funding partner for critical regional projects sponsored by other agencies such as Tri Met, ODOT, and Multnomah County.

The first two years of the CIP reflects committed projects funded with grants and contracts as well as local resources. The last three years lists a limited number of projects. Most of the grant and other non-GTR revenue sources available to PBOT do not extend beyond the first two years of the plan. PBOT capital assets are primarily infrastructure improvements (bridges, sidewalks, roads) or equipment (streetcar vehicles). These projects are focused on:

- expansion of economic activity and development;
- maintenance of existing infrastructure; and
- response to community needs for capital services.

This program includes regional and transit projects, street improvements for main streets and town centers, and sidewalks and neighborhood greenways for safer and better access for pedestrians and bicyclists. PBOT also continues to invest in primary freight routes to keep goods and services moving, key to sustaining the local economy.

Goals

The primary goal of the Capital Improvement Program is to plan and build an effective and safe transportation system. The program strives to:

- repair and replace the infrastructure based on the most cost effective schedule to maximize the asset useful life;
- reduce the number of single occupancy vehicles trips where realistic transportation alternatives exist;
- reduce the number and duration of unexpected, non-repeating transportation delays; and
- prevent crashes, especially at intersections, focusing on the 20 most dangerous intersections in Portland.

Performance

PBOT has new performance measures to communicate to stakeholders and elected officials the way in which the capital program maximizes program funding.

The percent of CIP funding from partner organizations determines the degree to which PBOT is able to leverage funding from federal, state, and local partners to construct multi-modal improvements. While a higher number speaks to successful and entrepreneurial relationships, it also reveals the degree to which PBOT's external partners influence the selection and implementation of particular projects.

Changes to Services and Activities

To balance revenues and expenses, PBOT's FY 2012-13 Adopted Budget includes reductions to programs previously funded by General Transportation Revenues, General Fund revenues, and other revenues. Examples of reductions to the CIP program include contract paving. A complete list of reductions, adds, and realignments is available in the Summary of Budget Decisions in the Bureau Summary section of this document.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	93.50	103.00	104.50	96.55	96.55
Expenditures					
Capital Improvements	(326,758)	454,960	2,940	173,484,451	173,521,453
Centers and Main Streets	75,561,873	86,336,377	67,871,515	0	0
CIP Support - Engineering Services	3,331,611	2,285,601	4,986,541	3,866,183	3,866,031
Freight and Industrial Areas	10,323,746	5,546,083	2,178,092	0	0
Local Street Development	2,635,847	2,297,372	1,524,162	0	0
Neighborhood Livability	3,388,246	5,068,925	14,096,523	37,410	0
Preservation and Rehabilitation	8,172,775	12,086,670	19,768,732	0	0
Safety and Congestion Management	485,553	8,821	10,800	0	0
Special Projects	2,471,659	5,654,633	6,728,708	0	0
Total Expenditures	**106,044,552**	**119,739,442**	**117,168,013**	**177,388,044**	**177,387,484**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Efficiency					
The percent of CIP funding from partner organizations (via cotnracts, interagency agreements, intergovernmental agreements, and developer fees), excluding one-time contributions to regional projects	NA	NA	71%	65%	65%

Maintenance

Description

The Maintenance program preserves the public investment of $8.4 billion in transportation facilities and $12.0 billion in sewer and stormwater infrastructure. The services are organized in the following areas:

Electrical Maintenance

The Electrical Maintenance program maintains the City's traffic signals and streetlights and locates underground systems for all projects and utility work that require digging into the right-of-way.

The program works closely with Traffic Signal and Street Lighting engineering staff in the design and maintenance of traffic signal intersections. Specific activities within Electrical Maintenance include traffic signal maintenance and street light maintenance.

Environmental System Maintenance

The Environmental System Maintenance program maintains the City's sewer system. This program inspects and cleans the sewer system; investigates customer problems; and repairs and reconstructs damaged, broken, or deteriorated utilities in the sewer collection system. This program works in conjunction with the Bureau of Environmental Services (BES).

Sidewalk Preservation

The Sidewalk Preservation program oversees the maintenance of sidewalks, curbs, and corners. The City Charter assigns responsibility for the maintenance of sidewalks to the owner of the abutting property. Specific areas within Sidewalk Preservation include:

- Corner/ADA Ramp program
- Mall sidewalk maintenance
- Posting/Inspection
- Sidewalk repairs

Stormwater and Roadside Maintenance

The Stormwater and Roadside Maintenance program maintains the surface stormwater conveyance systems and the landscaping in the right-of-way. This program works in conjunction with BES to comply with the regulations and guidelines set forth by a variety of federal, state, and local agencies. Specific activities with the Stormwater and Roadside Maintenance program include repairs in non-functioning stormwater conveyances to assure proper drainage.

Street Preservation

The Street Preservation program maintains arterial streets, investigates pavement problems, and administers contracts for paving services. The program identifies and prioritizes street maintenance projects based on visual inspections and core samplings of city streets. The Street Saver database helps to identify the most cost effective maintenance technique for each street based on its pavement condition and traffic volumes. The Street Preservation program focuses on arterial streets and a reduced level of maintenance to residential streets by responding primarily to hazards. Specific areas within Street Preservation include:

- Cold milling
- Asphalt and concrete street patching
- Street base repairs
- Pavement management/engineering
- Crack sealing
- Road condition analysis
- Gravel shoulders
- Speed bumps
- Hauling and cleanups

Structural Maintenance

The Structural Maintenance program maintains vehicle and pedestrian structures in the City's right-of-way system. Specific workloads within Structural Maintenance include:

- Retaining walls and tunnel repair
- Bridge and vaulted walk maintenance
- Guardrails and attenuators repair
- Structural inspections and design
- Stairways and fence repair
- Bike rack installation and repair

Traffic Maintenance

The Traffic Maintenance program maintains traffic control signs, parking signs, and street name signs. It also maintains pavement markings, lines, and legends on the street surface at intersections, crosswalks, and other locations.

Goals

The primary goal of the Maintenance program is to efficiently provide services that maintain an effective and safe transportation system.

Performance

By strategic planning of the Bridge Maintenance and Capital Replacement program, PBOT has been successful in maintaining a low percentage of bridges in poor or weight-restricted condition over the past few years. This figure would ordinarily rise over time, due to bridge conditions deteriorating due to weathering and/or traffic impacts. The City's only bridge "in very poor condition" (NE 21st Avenue over Columbia Slough), is currently undergoing select rehabilitation to modernize the deteriorated foundations. Once completed, the City will no longer have any bridges classified as "in very poor condition", unless inventory conditions further deteriorate over time.

Changes to Services and Activities

To improve services, PBOT is integrating on and off-street parking services, including parking paystation maintenance, into one program in FY 2012-13. For more information on this change, please see the Service Improvement Plan in the Strategic Direction section of this document.

To balance revenues and expenses, PBOT's FY 2012-13 Adopted Budget includes reductions to programs previously funded by General Transportation Revenues, General Fund revenues, and other revenues. Examples of reductions to the Maintenance Program include cuts to sidewalk maintenance, structural maintenance, and traffic maintenance. A complete list of reductions, adds, and realignments is available in the Summary of Budget Decisions in the Bureau Summary section of this document.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	323.50	341.50	368.18	333.55	333.55
Expenditures					
Electrical Maintenance	1,609,056	3,332,280	4,434,937	4,518,283	4,518,283
Environmental System Maintenance	11,288,795	11,153,144	14,628,080	19,300,094	14,601,713
Indirect Services	6,266,378	6,263,990	2,174,159	2,196,611	2,196,611
Maintenance	(391,409)	(386,032)	659,151	2,097,551	2,000,171
Mall Maintenance	828,515	932,972	0	794,800	794,800
Sidewalk Preservation	2,857,512	3,126,015	4,553,440	3,068,042	2,958,842
Stormwater Maintenance	922,723	1,019,264	1,297,042	1,986,068	1,401,993
Street Preservation	9,291,568	11,361,938	10,586,841	11,752,613	11,127,081
Structures	1,744,830	1,473,523	2,288,497	1,931,951	1,927,866
Traffic Maintenance	2,483,560	3,027,162	4,358,618	2,995,290	2,919,690
Total Expenditures	**36,901,527**	**41,304,256**	**44,980,765**	**50,641,303**	**44,447,050**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Effectiveness					
The percent of bridges in poor or very poor condition, defined as structurally deficient or weight-restricted	18%	17%	19%	19%	19%
Workload					
The number of bridges owned and maintained by the City of Portland	159	160	160	161	161

Operations

Description

The Operations program manages and operates the transportation system of the City of Portland. Services are organized in the following areas:

Active Transportation

The Active Transportation program works to create a balanced and efficient transportation system by developing and encouraging alternatives to single-occupancy passenger vehicles. Programs, policies, and activities are designed to remove barriers and provide incentives for people to choose to walk, bike, carpool, and travel by transit. This program's work is guided by Council-adopted goals to reduce per capita vehicle miles traveled by 30% and transportation-related carbon emissions by 40% by 2030. Specific areas within Active Transportation include:

- SmartTrips
- Safe Routes to Schools education and encouragement
- Transportation Demand Management policy
- Education and outreach
- Climate and energy workplan coordination
- Transportation Management Association support
- Program evaluation

Development Services

The Development Services program facilitates public and private development of the public right-of-way which leads to job creation, housing construction, and enhanced neighborhood livability. These outcomes, in turn, impact the transportation system, expansion and management of the pedestrian system, and regulation of private use of the street right-of-way. Development Services is primarily funded by development fees and permits. Specific activities within the Development Services program include:

- Central Business District program management
- Development review
- Utility permitting
- Right-of-way acquisition
- Street system management
- Public works permits and permit reviews
- Tram operations

Emergency Services

The Emergency Services program provides around the clock response to emergencies that threaten public safety or inhibit safe transportation. These include snow/ice events, windstorms, floods, mud slides, other situations as a result of weather conditions, hazardous materials incidents, and cleanup following certain police or fire actions. Due to annual fluctuations in event occurrence, budgeted dollars and staff time are under budgeted on average.

Parking Program - On-street and Off-street

This newly created program consists of the former programs Parking Enforcement, Parking Garage Operations, and Parking Operations & Maintenance.

Parking Enforcement

The Parking Enforcement subprogram enforces parking rules and regulations to maintain safe and continuous traffic flows, support retail and commercial businesses, and help ensure neighborhood livability.

These goals are met through the administration of the following efforts:

- Abandoned Auto program
- Enforcement of Area and Residential Parking program
- Meter/Zone/Permit Enforcement program
- Parking Radio/Dispatch program
- Reserved Parking Delineator Placement program

Parking Garage Operations

Parking Garage Operations supports the operations and maintenance of the City-owned SmartPark garages. The subprogram coordinates a strategic management approach, focusing on the goal of improved fiscal responsibility, as well as implementing a comprehensive marketing plan.

Parking Operations & Maintenance

The Parking Operations subprogram manages the supply and availability of on-street parking to support and connect land uses with City transportation systems. The program regulates parking by prescribing and managing parking controls that include parking meter technology, pavement and zone markings, parking signs, and special parking permits. This subprogram also maintains the City's approximately 450 parking meters and 1,350 parking pay-stations. Activities include installing, servicing, repairing, testing, and reconditioning parking meters and pay-stations.

Recycling Operations

The Recycling Operations program processes raw materials including asphalt, old concrete, street debris, and leaves to produce usable products including aggregate, rock, gravel, asphalt patch material, compost, blended soil, sand, and clean fill. This program helps the City meet sustainability goals, conserves natural resources, provides materials for City projects, and substantially lowers City hauling and disposal costs. This program receives partial funding from the sale of recycled products including compost, blended soil, and gravel.

Street Cleaning

The Street Cleaning program provides regularly scheduled mechanical cleaning of streets and the Central Business District (CBD). This program also provides special Clean Sweeps and cleans-up after Rose Festival parades. Specific activities within the Street Cleaning program include:

- Residential, arterial, and CBD street cleaning
- Bike and pedestrian area cleaning
- Leaf removal
- Transit Mall and light rail area cleaning

Streetlighting Operations

The Streetlighting Operations program is responsible for the design, operation, and management of the City's street lighting system to promote traffic safety and neighborhood livability. Approximately 55,000 street lights are located in the right-of-way. Freeway and ramp lighting are managed and maintained by ODOT. Maintenance for street lights is provided by the Electrical Maintenance program. This program receives $6.3 million annual ongoing funding from the City's General Fund.

Streetcar Operations

The Street Car Operations program manages and operates the City's streetcar system. The Street Car operates seven days a week on a loop from Northrup Street in northwest Portland to Lowell Street in southwest Portland. This program also maintains the streetcar vehicles, tracks, stops locations, and maintenance facility. This program is primarily funded by an intergovernmental agreement with TriMet, who pays for two-thirds of the operating and maintenance costs.

Traffic Operations

The Traffic Operations program manages traffic flow, circulation, and safety on City streets. Program staff investigate and respond to traffic-related concerns and needs from the public and other agencies. This program also includes traffic safety as well as special events management.

Traffic Signals

The Traffic Signals program manages the operation of traffic signals and warning beacons throughout the City in order to promote safe and efficient traffic flow. This program manages 1,040 signalized intersections and 106 warning beacon locations, including 148 school zone beacons. This program also manages the Intelligent Transportation System, that works with other regional transportation agencies to provide a seamless transportation network, including over 100 miles of fiber-optic cable, over 100 miles of twisted-pair interconnect cable, 34 closed circuit TV cameras, and five variable message signs. The program also ensures an accurate monthly traffic signal electric power payment.

Transportation Planning

The Transportation Planning program provides overall planning direction, and recommends and ensures implementation of Council-approved transportation policies. Transportation Planning participates in regional, state, and federal transportation policy and funding, provides conceptual development for corridor and area-wide capital projects, and prepares transportation studies for development areas. The program ensures that all transportation modes are integrated into planning and engineering projects to support the City's goals for housing and employment growth, and maintaining established neighborhoods.

Goals

The primary goal of the Operations program is to efficiently provide services that plan and operate an effective and safe transportation system.

Performance

The Safe Routes to School program provides encouragement, enforcement, and safety information to approximately 80 participating elementary schools. while a core group of 25 to 40 schools also receives focused education, engineering and evaluation efforts. The goal is to progressively and sustainably increase Safe Routes to School services as funding allows.

Permit activity in FY 2012-13 is projected to be similar to FY 2011-12. PBOT saw a significant drop in permit activity in FY 2009-10 due to the downturn in the economy. Permit activity rose in FY 2010-11 although the permit type changed to smaller projects including remodeling, with less new construction.

Changes to Services and Activities

To improve services, PBOT is integrating on and off-street parking services into one program, and is reorganizing the Transportation Options division with components of the Transportation Planning division in FY 2012-13. For more information on these changes, please see the Service Improvement Plan in the Strategic Direction section of this document.

To balance revenues and expenses, PBOT's FY12-13 Adopted Budget includes reductions to programs previously funded by General Transportation Revenues, General Fund revenues, and other revenues. Examples of reductions to the Operations Program include street cleaning, parking program, and traffic operations. A complete list of reductions, adds, and realignments is available in the Summary of Budget Decisions in the Bureau Summary section of this document.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	257.72	245.33	224.90	257.55	258.05
Expenditures					
Active Transportation	0	0	0	3,220,825	3,516,325
Development Services	3,613,049	3,662,416	4,205,550	4,592,499	4,592,499
Emergency Preparedness	582,079	1,368,792	167,931	171,542	171,542
Engineering Services	2,165,236	2,253,609	1,760,000	2,058,000	2,058,000
Indirect Services	1,651,973	1,206,840	0	0	0
Operations	0	97,623	116,143	0	0
Parking Enforcement	3,449,936	3,441,302	4,491,553	0	0
Parking Garage Operations	6,835,497	5,169,391	6,515,866	0	0
Parking Operations	3,296,981	3,174,224	2,820,628	0	0

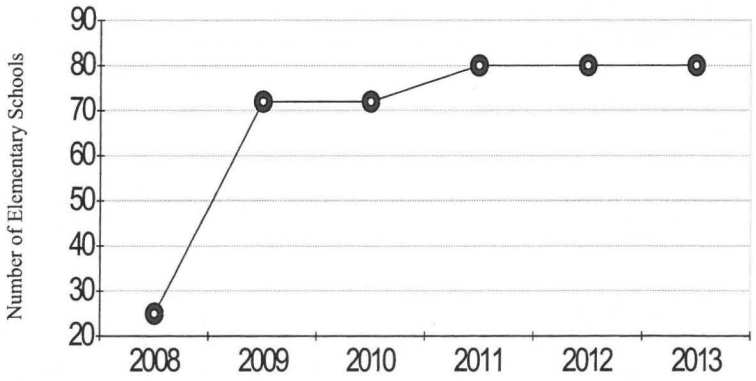
FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
Parking Program	0	0	0	19,526,524	19,526,524
Recycling Operations	669,377	845,136	1,033,921	1,106,974	1,106,974
Street Cleaning	5,164,553	5,844,796	7,206,202	5,693,140	5,643,140
Street Lighting	6,019,929	7,130,348	7,070,372	7,030,889	7,030,889
Streetcar Operations	4,839,139	9,271,510	5,658,000	8,148,928	8,148,928
Traffic Operations	2,469,690	2,712,292	2,836,408	2,572,741	2,572,740
Traffic Signals	2,241,343	1,715,646	1,586,714	861,019	861,019
Tram Operations	511,003	343,124	285,848	282,496	282,496
Transportation Options	2,860,448	3,044,751	3,031,318	0	0
Transportation Planning	1,846,946	1,541,416	1,431,878	950,756	950,756
Total Expenditures	**48,217,179**	**52,823,216**	**50,218,332**	**56,216,333**	**56,461,832**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Effectiveness					
Residential and Commercial Permits - percent issued within goal	97%	93%	96%	90%	90%
Multi-Modal Travel - daily bicycle trips measured during summer months over Portland's four "bike-friendly" bridges (Hawthorne, Burnside, Broadway, and Steel), by calendar year	15,749	17,576	18,257	19,000	18,700
Workload					
Signalized intersections - number retimed	188	127	140	100	100
Safe Routes to School - number of Portland's participating elementary schools	72	80	80	80	80
Residential and Commercial Permits - number issued	1,599	2,042	2,500	2,625	2,625

Performance Measures

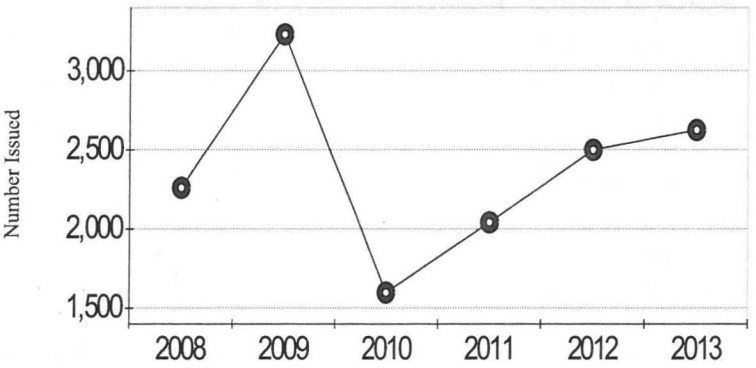
Safe Routes to School - Elementary Schools

Portland's participating elementary schools receive encouragement, enforcement, and safety information while the core group of 25 to 40 schools also receives education, engineering, and evaluation. The goal is to add schools to the Safe Routes to School program as funding allows.



Residential & Commercial Permits

A slow recovery of the housing market and a strong demand for rental housing has increased residential and commercial building permit activity. The Bureau of Development Services and industry partners from Development Review Advisory Committee also point to a moderate increase in anticipated projects next fiscal year. FY 2012-13 is projected to slightly improve from FY 2011-12.



	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
Resources					
External Revenues					
Licenses & Permits	2,494,039	2,441,625	1,639,200	1,511,000	1,511,000
Charges for Services	40,116,603	43,170,995	40,396,462	50,048,967	50,048,967
Intergovernmental	112,658,687	137,317,769	132,285,251	93,854,238	93,854,238
Bond & Note	3,700,714	8,429,433	26,757,207	117,737,000	116,500,000
Miscellaneous	2,654,100	2,029,773	2,382,985	3,395,216	3,524,250
Total External Revenues	**161,624,143**	**193,389,595**	**203,461,105**	**266,546,421**	**265,438,455**
Internal Revenues					
Fund Transfers - Revenue	42,081,072	20,424,658	27,294,309	18,733,297	17,499,136
Interagency Revenue	28,371,424	27,983,094	28,588,118	28,466,535	28,466,535
Total Internal Revenues	**70,452,495**	**48,407,752**	**55,882,427**	**47,199,832**	**45,965,671**
Beginning Fund Balance	8,207,335	(322,237)	27,325,704	26,404,071	28,352,408
Total Resources	**$240,283,973**	**$241,475,110**	**$286,669,236**	**$340,150,324**	**$339,756,534**
Requirements					
Bureau Expenditures					
Personnel Services	61,828,481	62,837,172	74,010,864	71,029,108	71,086,272
External Materials and Services	48,645,496	60,252,481	44,319,496	150,765,313	150,954,385
Internal Materials and Services	25,518,070	27,311,351	31,033,793	28,540,127	28,540,127
Capital Outlay	75,672,000	86,861,557	79,171,806	38,986,979	38,985,683
Total Bureau Expenditures	**211,664,047**	**237,262,561**	**228,535,959**	**289,321,527**	**289,566,467**
Fund Expenditures					
Debt Service	16,387,189	21,290,913	26,556,231	9,755,418	9,755,418
Contingency	0	0	17,738,912	25,865,523	26,463,793
Fund Transfers - Expense	12,554,974	9,269,501	12,165,087	15,207,856	13,970,856
Debt Service Reserves	0	0	1,673,047	0	0
Total Fund Expenditures	**28,942,163**	**30,560,414**	**58,133,277**	**50,828,797**	**50,190,067**
Ending Fund Balance	(322,237)	(26,347,865)	0	0	0
Total Requirements	**$240,283,973**	**$241,475,110**	**$286,669,236**	**$340,150,324**	**$339,756,534**
Programs					
Administration & Support	20,500,790	23,395,647	16,168,849	5,075,847	11,270,101
Capital Improvements	106,044,552	119,739,442	117,168,013	177,388,044	177,387,484
Maintenance	36,901,527	41,304,256	44,980,765	50,641,303	44,447,050
Operations	48,217,179	52,823,216	50,218,332	56,216,333	56,461,832
Total Programs	**211,664,047**	**$237,262,561**	**$228,535,959**	**$289,321,527**	**$289,566,467**

This table summarizes project expenses by capital programs.

Bureau Capital Program / Project	Prior Years	Revised FY 2011-12	Adopted FY 2012-13	Capital Plan FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	5-Year Total
Centers and Main Streets								
97th Ave LID: Davis-Glisan, NE	250,123	1,253,597	1,049,363	0	0	0	0	1,049,363
Bancroft/Hood/Macadam Improvements, SW	0	31,300	375,000	0	0	0	0	375,000
Burnside: Bridge-24th Ave, W	0	100,000	3,188,000	0	0	0	0	3,188,000
Division Streetscape/Recon, SE	1,760,100	1,161,023	3,594,000	0	0	0	0	3,594,000
Gibbs Street Pedestrian Bridge, SW	2,709,367	1,100,884	20,000	20,000	0	0	0	40,000
Killingsworth: Commercial-MLK, N/NE	159,102	589,858	3,000,000	0	0	0	0	3,000,000
Milwaukie Light Rail Transit Project	0	0	45,000,000	0	0	0	0	45,000,000
Portland Streetcar Eastside Ext, NE/SE	104,575,366	32,869,826	2,615,000	0	0	0	0	2,615,000
Portland Streetcar Prototype	4,226,353	900,000	500,000	0	0	0	0	500,000
Portland to Milwaukie LRT, SE	2,506,604	1,306,027	1,333,057	1,516,000	1,516,000	104,000	0	4,469,057
Streetcar Relocation: Jasmine Block 153	4,491	446,548	1,957,161	1,980,749	0	0	0	3,937,910
Streetcar: N & NE	0	0	60,000	0	0	0	0	60,000
Total Centers and Main Streets	**116,191,506**	**39,759,063**	**62,691,581**	**3,516,749**	**1,516,000**	**104,000**	**0**	**67,828,330**
Freight and Industrial Area								
Columbia Blvd/MLK Blvd, NE	96,630	686,141	1,265,796	467,574	0	0	0	1,733,370
Total Freight and Industrial Area	**96,630**	**686,141**	**1,265,796**	**467,574**	**0**	**0**	**0**	**1,733,370**
Local Street Design								
136th Ave: N of Prescott to Whitaker, NE	45,241	111,608	645,993	0	0	0	0	645,993
82nd & Bybee LID, SE	12,441	0	320,023	0	0	0	0	320,023
Alberta St: 76th-79nd LID, NE	39,952	197,118	602,527	0	0	0	0	602,527
Lents TC Neighborhood St: 118th: Pardee-Raymond Pk	70,710	280,517	862,199	0	0	0	0	862,199
Local Improvement District Street Design	0	266,922	262,400	275,500	289,300	303,700	318,900	1,449,800
Pre-Local Improvement District Street Design	0	30,000	30,000	30,000	30,000	30,000	30,000	150,000
Public Work Permits	0	918,514	960,215	960,215	970,215	980,215	990,215	4,861,075
Total Local Street Design	**168,344**	**1,804,679**	**3,683,357**	**1,265,715**	**1,289,515**	**1,313,915**	**1,339,115**	**8,891,617**
Neighborhood Livability								
102nd Ave: Weidler-I84, NE	0	0	424,500	0	0	0	0	424,500
112th Ave: Holgate-Division, SE	0	0	100,000	0	0	0	0	100,000
11th Ave: Gaines-Gibbs, SW	45,646	574,875	666,854	0	0	0	0	666,854
122nd Ave: Foster-Ramona, SE	0	0	130,000	0	0	0	0	130,000
122nd Ave: Holgate-Powell, SE	0	0	220,000	0	0	0	0	220,000
122nd: Holgate-Ramona, SE	39,354	250,000	3,318,655	0	0	0	0	3,318,655
136th Ave: Holgate-Powell, SE	0	0	1,040,000	0	0	0	0	1,040,000

This table summarizes project expenses by capital programs.

Bureau Capital Program / Project	Prior Years	Revised FY 2011-12	Adopted FY 2012-13	Capital Plan FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	5-Year Total
15 Miles - Bike Boulevard, CW	0	1,000,000	1,350,000	1,350,000	1,350,000	1,350,000	1,350,000	6,750,000
160th Ave: Stark-Burnside, SE	26,067	0	90,000	0	0	0	0	90,000
162nd Ave: Powell-Salmon, SE	0	0	890,000	0	0	0	0	890,000
20's Bikeway: Harney-Lombard, NE/ SE	0	0	221,700	2,116,300	0	0	0	2,338,000
50's Bikeway: Woodstock-NE Thompson, SE/NE	241,893	210,570	906,500	0	0	0	0	906,500
Bike Parking, CW	0	97,000	70,000	70,000	70,000	70,000	70,000	350,000
Bikeway Network Completion, CW	0	50,000	50,000	50,000	50,000	50,000	50,000	250,000
Boones Ferry-Stephenson Rd, SW	99,649	253,500	1,028,351	0	0	0	0	1,028,351
Bridges and Overpasses	0	559,220	524,724	524,724	524,724	524,724	524,724	2,623,620
Division St: 148th-175th, SE	0	0	474,000	0	0	0	0	474,000
Glisan St: 148th-162nd, NE	0	0	470,000	0	0	0	0	470,000
Going Bike / Ped: Channel to Vancouver	78,208	290,000	200,000	0	0	0	0	200,000
Huber St: 35th-43rd, SW	3,877	0	1,097,208	0	0	0	0	1,097,208
Illinois/Vermont: Shattuck-Bertha, SW	71,496	0	1,345,000	0	0	0	0	1,345,000
Lents TC: Foster Streetscape, SE	551,085	2,106,229	3,013,792	0	0	0	0	3,013,792
Multnomah Blvd: 22nd - 40th, SW	109,259	1,000,000	1,145,625	0	0	0	0	1,145,625
Naito Ped Crossing	92,751	0	152,250	0	0	0	0	152,250
PDC Small Projects	0	250,000	200,000	0	0	0	0	200,000
Ped Infill & Network Completion, CW	0	50,000	29,000	50,000	50,000	50,000	50,000	229,000
Pedestrian Safety Improvements, CW	0	277,025	277,025	277,025	277,025	277,025	277,025	1,385,125
Prescott St: 105th-116th, NE	0	0	860,000	0	0	0	0	860,000
Red Electric Trail, SW	0	137,528	303,899	199,875	1,506,498	0	0	2,010,272
Safe Routes to School (Fed Grant)	73,410	211,540	143,452	0	0	0	0	143,452
Safe Routes to School (HB), CW	0	169,539	169,539	169,539	169,539	169,539	169,539	847,695
Sidewalk Deficiencies Infill, CW	0	3,750,000	200,000	0	0	0	0	200,000
Sidewalk Infill on Arterials, CW	0	332,108	372,108	272,108	272,108	272,108	272,108	1,460,540
Spring Garden/19th/22nd, SW	0	0	2,141,504	0	0	0	0	2,141,504
Springwater Gap Bike Trail, SE	47,139	20,253	507,846	0	0	0	0	507,846
SRTS: Ramona and Holgate (fed), SE	102	0	204,280	1,282,720	0	0	0	1,487,000
Stark St: 126th-162nd, SE	0	0	620,000	0	0	0	0	620,000
Sunset Blvd: Dewitt-18th, SW	3,482	0	734,828	0	0	0	0	734,828
Weidler St: 99th-112th, NE	0	0	100,000	0	0	0	0	100,000
Total Neighborhood Livability	**1,483,418**	**11,589,387**	**25,792,640**	**6,362,291**	**4,269,894**	**2,763,396**	**2,763,396**	**41,951,617**
Preservation & Rehabilitation								
Burgard Rd Over Abandon RR, N	773,223	1,824,257	2,560,946	875,399	0	0	0	3,436,345
Col River Crossing/I-5 Bridge	158,253	1,229,133	692,742	0	0	0	0	692,742
ESA Culvert - G2G Crystal Springs Culverts	233,027	69,405	28,862	63,443	0	0	0	92,305
Naito Pkwy: I-405 - Jefferson, SW	0	0	652,837	0	0	0	0	652,837
Sellwood Bridge, SE	200,555	372,500	70,308,161	0	0	0	0	70,308,161

This table summarizes project expenses by capital programs.

Bureau Capital Program / Project	Prior Years	Revised FY 2011-12	Adopted FY 2012-13	Capital Plan FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	5-Year Total
Signal Communication System, CW	0	100,000	100,000	100,000	100,000	100,000	100,000	500,000
Signal Reconstruction, CW	0	570,000	470,000	470,000	470,000	470,000	470,000	2,350,000
Signal Rehab & Optimization, CW	0	279,609	229,609	229,609	229,609	229,609	229,609	1,148,045
Street Light Replacement, CW	0	279,609	229,609	229,609	229,609	229,609	229,609	1,148,045
Total Preservation & Rehabilitation	**1,365,058**	**4,724,513**	**75,272,766**	**1,968,060**	**1,029,218**	**1,029,218**	**1,029,218**	**80,328,480**
Special Projects								
Bike Share Program	0	0	1,829,034	355,076	0	0	0	2,184,110
Mt.IP/OTIA Program Match Fund	0	90,506	429,785	514,785	514,785	514,785	514,785	2,488,925
SM Replacement	0	0	0	0	0	0	0	0
SmartMeters Installation	0	0	1,500,000	0	0	0	0	1,500,000
Total Special Projects	**0**	**90,506**	**3,758,819**	**869,861**	**514,785**	**514,785**	**514,785**	**6,173,035**
Infrastructure								
Gateway: 102nd Ave, Phase II, NE	149	324,902	1,011,000	1,900,000	0	0	0	2,911,000
Moody: River Pkwy - Gibb Trees Establishment	0	25,191,091	45,494	0	0	0	0	45,494
Total Infrastructure	**149**	**25,515,993**	**1,056,494**	**1,900,000**	**0**	**0**	**0**	**2,956,494**
Total Requirements	**119,305,105**	**84,170,282**	**173,521,453**	**16,350,250**	**8,619,412**	**5,725,314**	**5,646,514**	**209,862,943**

Class	Title	Salary Range		Revised FY 2011-12		Proposed FY 2012-13		Adopted FY 2012-13	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000062	Accountant I	38,064	53,123	3.00	144,312	3.00	144,312	3.00	144,312
30000063	Accountant II	49,754	60,798	1.00	60,804	0.00	0	0.00	0
30000434	Administrative Assistant	45,074	69,451	6.00	368,584	6.00	378,052	6.00	378,052
30000433	Administrative Specialist, Sr	41,974	64,626	2.00	122,784	1.00	64,625	1.00	64,625
30000436	Administrative Supervisor I	54,725	72,925	2.00	145,620	2.00	145,848	2.00	145,848
30000437	Administrative Supervisor II	57,450	76,586	1.00	76,584	1.00	76,584	1.00	76,584
30000207	Applications Analyst IV-Generalist	66,602	89,107	2.00	178,224	2.00	178,224	2.00	178,224
30000090	Asphalt Raker	43,826	47,112	10.00	467,832	10.00	467,832	9.00	416,832
30000102	Automotive Equip Oper II: Sewer Vacuum	43,347	52,208	9.00	460,728	9.00	468,378	9.00	468,378
30000103	Automotive Equip Oper II: Street Sweeper	43,347	52,208	12.00	617,676	11.00	567,672	11.00	567,672
30000104	Automotive Equip Oper II: Tractor-Trailr	43,347	52,208	2.00	95,556	1.00	36,552	1.00	36,552
30000101	Automotive Equipment Oper I	40,830	49,483	51.00	2,480,628	48.00	2,346,240	48.00	2,346,240
30000458	Bureau Director, Assistant to	75,109	100,048	1.00	100,044	1.00	100,044	1.00	100,044
30000441	Business Operations Manager	75,109	100,048	1.00	100,044	1.00	100,044	1.00	100,044
30000442	Business Operations Manager, Sr	93,288	130,291	1.00	130,296	1.00	130,296	1.00	130,296
30000440	Business Operations Supervisor	66,602	89,107	3.00	267,336	3.00	267,336	2.00	178,224
30000449	Business Systems Analyst, Sr	63,378	84,635	1.00	82,744	1.00	84,636	1.00	84,636
30000331	CAD Analyst	61,568	78,645	1.00	78,648	1.00	78,648	1.00	78,648
30000329	CAD Technician II	50,690	64,667	4.00	242,936	4.00	248,068	4.00	248,068
30000330	CAD Technician III	61,568	78,645	1.00	78,648	1.00	78,648	1.00	78,648
30001259	Capital Program Manager	75,109	100,048	1.00	91,890	1.00	95,652	1.00	95,652
30001258	Capital Project Control Manager	75,109	100,048	1.00	91,583	1.00	95,332	1.00	95,332
30000399	Capital Project Manager I	61,568	78,645	4.00	300,466	4.00	306,574	4.00	306,574
30000686	Capital Project Manager II	66,602	89,107	10.00	765,822	7.00	566,327	7.00	566,327
30000687	Capital Project Manager III	69,826	93,829	5.00	469,140	4.00	375,312	4.00	375,312
30000110	Carpenter	51,438	55,890	7.00	390,528	6.00	346,524	5.00	290,628
30000010	Children's Levy Commissioner's Staff Rep	75,109	100,048	0.00	0	0.00	0	1.00	55,896
30000491	Community Outreach & Informtn Assistant	45,074	69,451	1.00	52,020	0.50	31,442	0.50	31,442
30000493	Community Outreach & Informtn Rep, Sr	60,341	80,475	2.00	152,569	2.00	156,529	2.00	156,529
30000107	Concrete Finisher	51,438	55,890	13.00	722,196	9.00	486,696	11.00	615,300
30000105	Construction Equipment Operator	43,472	55,515	18.00	967,011	18.00	972,252	18.00	972,252
30000733	Development Services Manager	80,787	107,557	1.00	107,556	1.00	107,556	1.00	107,556
30000332	Development Services Technician I	37,835	50,690	1.00	50,688	1.00	50,688	1.00	50,688
30000334	Development Services Technician III	61,568	78,645	1.00	78,648	1.00	78,648	1.00	78,648
30000732	Development Supervisor I	63,378	84,635	2.00	169,272	2.00	169,272	1.00	84,636
30000836	Development Supervisor II	69,826	93,829	0.00	0	0.00	0	1.00	88,872
30000634	Electrical Supervisor	60,341	80,475	2.00	157,578	2.00	160,314	2.00	160,314
30000116	Electrician	64,376	69,493	17.00	1,171,140	16.00	1,109,316	16.00	1,109,316
30000237	Electronics Technician II:Traffic Signal	55,994	67,891	3.00	203,688	3.00	203,688	3.00	203,688
30000487	Emergency Management Program Manager	63,378	84,635	1.00	84,636	1.00	84,636	0.00	21,252
30000683	Engineer, Chief	102,648	146,952	1.00	146,578	1.00	146,952	1.00	146,952
30000684	Engineer, City Traffic	93,787	125,070	1.00	93,792	0.00	0	0.00	0
30000682	Engineer, Principal	93,787	125,070	3.00	372,228	3.00	375,228	3.00	375,228
30000680	Engineer, Sr	81,182	108,243	9.00	943,389	9.00	961,600	9.00	961,600
30000681	Engineer, Supervising	87,277	116,355	5.00	554,725	4.00	480,378	5.00	567,654
30001734	Engineer-Bridge	80,954	98,384	3.00	242,856	2.00	167,952	2.00	167,952
30000365	Engineer-Civil	80,954	98,384	3.00	295,164	1.00	112,464	2.00	210,852
30000369	Engineer-Structural	80,954	98,384	1.00	98,388	1.00	98,388	1.00	98,388
30000370	Engineer-Traffic	80,954	98,384	6.00	585,624	6.00	587,976	7.00	681,672
30000358	Engineering Associate, Sr-Civil	69,992	89,232	9.00	761,448	9.00	767,719	9.00	767,719

Class	Title	Salary Range Minimum	Salary Range Maximum	Revised FY 2011-12 No.	Revised FY 2011-12 Amount	Proposed FY 2012-13 No.	Proposed FY 2012-13 Amount	Adopted FY 2012-13 No.	Adopted FY 2012-13 Amount
30000362	Engineering Associate, Sr-Structural	69,992	89,232	1.00	89,232	1.00	89,232	1.00	89,232
30000363	Engineering Associate, Sr-Traffic	69,992	89,232	8.00	672,098	8.00	686,062	7.00	596,830
30000353	Engineering Associate-Civil	57,533	77,106	4.00	255,923	3.00	206,855	3.00	206,855
30000696	Engineering Survey Manager	69,826	93,829	1.00	93,828	1.00	93,828	1.00	93,828
30000324	Engineering Technician I	37,835	50,690	10.00	441,120	7.50	346,773	8.00	372,117
30000325	Engineering Technician II	50,690	64,667	16.00	994,678	17.00	1,061,766	17.00	1,061,766
30000326	Engineering Technician III	61,568	78,645	6.00	453,828	6.00	458,817	6.00	458,817
30001810	Env Policy & Hazardous Materials Coord	69,826	89,066	1.00	84,168	1.00	84,168	1.00	84,168
30000095	Environmental Systems Crew Leader	52,811	57,408	10.00	574,080	10.00	574,080	10.00	574,080
30000094	Environmental Systems Maintenance Tech	49,109	54,829	9.00	487,728	9.00	491,748	9.00	491,748
30000567	Financial Analyst	57,450	76,586	3.00	219,300	3.00	225,144	3.00	225,144
30000566	Financial Analyst, Assistant	45,074	69,451	2.00	122,028	2.00	126,198	2.00	126,198
30000569	Financial Analyst, Principal	75,109	100,048	1.00	100,044	1.00	100,044	1.00	100,044
30000568	Financial Analyst, Sr	63,378	84,635	1.00	84,636	1.00	84,636	2.00	169,272
30000127	General Mechanic	46,696	56,472	3.00	159,636	2.00	112,944	2.00	112,944
30000342	GIS Technician II	50,690	64,667	8.00	486,310	8.00	492,978	8.00	492,978
30000343	GIS Technician III	61,568	78,645	1.00	61,572	1.00	61,572	1.00	61,572
30000372	Graphics Designer II	50,690	64,667	1.00	53,160	1.00	53,160	1.00	53,160
30000218	Inf Syst Analyst, Principal-Gen	75,109	100,048	1.00	100,044	1.00	100,044	1.00	100,044
30000166	Lighting & Signal Inspector	65,936	76,315	2.00	152,640	1.00	76,320	1.00	76,320
30000855	Maintenance Group Manager	93,288	130,291	2.00	253,896	1.00	128,516	1.00	128,516
30000644	Maintenance Planner/Scheduler	54,725	72,925	2.00	124,092	2.00	129,180	2.00	129,180
30000451	Management Analyst	57,450	76,586	1.00	76,584	2.00	134,040	2.00	134,040
30000453	Management Analyst, Principal	75,109	100,048	1.00	85,590	1.00	89,103	1.00	89,103
30000452	Management Analyst, Sr	63,378	84,635	2.00	169,272	2.00	169,272	2.00	169,272
30000450	Management Assistant	45,074	69,451	1.00	68,616	1.00	69,106	1.00	69,106
30000693	Mapping & GIS Supervisor	69,826	93,829	1.00	69,828	0.00	0	0.00	0
30000327	Mapping Data Technician I	50,690	64,667	2.00	101,376	2.00	102,818	2.00	102,818
30000978	Mapping Data Technician II	61,568	78,645	1.00	78,648	1.00	78,648	1.00	78,648
30000347	Materials Quality Compliance Specialist	61,568	78,645	1.00	78,648	1.00	78,648	1.00	78,648
30000007	Mayor's Deputy Chief of Staff	74,443	93,038	0.00	0	0.00	0	1.00	55,896
30000012	Office Support Specialist II	31,512	43,950	7.00	295,248	8.00	326,760	8.00	326,760
30000013	Office Support Specialist III	40,310	51,896	7.00	363,300	6.00	311,400	6.00	311,400
30000112	Painter	51,438	55,890	1.00	55,896	1.00	55,896	1.00	55,896
30001709	Park Ranger	34,154	48,880	0.00	0	2.00	68,304	2.00	68,304
30000185	Parking Code Enforcement Officer	38,210	48,755	41.00	1,967,352	63.00	2,819,592	63.00	2,819,592
30001158	Parking Code Enfrcmnt Ofcr-Abandnd Auto	34,174	44,158	3.00	132,480	3.00	132,480	3.00	132,480
30000188	Parking Collection Technician	26,104	29,806	2.00	59,616	0.00	7,416	0.00	7,416
30000638	Parking Control Manager	63,378	84,635	1.00	84,636	1.00	84,636	1.00	84,636
30000637	Parking Enforcement Supervisor	60,341	80,475	2.00	157,546	3.00	220,807	3.00	220,807
30000099	Parking Pay Station Technician	46,155	55,744	8.00	409,253	9.00	470,659	9.00	470,659
30000385	Planner II. City-Land Use	59,259	68,453	1.00	68,448	1.00	68,448	1.00	68,448
30000388	Planner II. City-Transportation	59,259	68,453	2.00	130,620	2.00	133,572	2.00	133,572
30000393	Planner, Sr City-Land Use	61,568	78,645	1.00	78,648	1.00	78,648	1.00	78,648
30000396	Planner, Sr City-Transportation	61,568	78,645	4.00	314,592	4.00	314,592	4.00	314,592
30000395	Planner, Sr City-Transportation Modeling	61,568	78,645	1.00	78,648	1.00	78,648	1.00	78,648
30000640	Portland Streetcar Maintenance Manager	66,602	89,107	1.00	89,112	1.00	89,112	1.00	89,112
30000643	Portland Streetcar Maintenance Supvr	57,450	76,586	1.00	73,392	3.00	227,592	3.00	227,592
30000639	Portland Streetcar Operations Manager	66,602	89,107	1.00	89,112	1.00	89,112	1.00	89,112
30000839	Portland Streetcar Operations Supvr	57,450	76,586	1.00	76,086	3.00	228,312	3.00	228,312

		Salary Range		Revised FY 2011-12		Proposed FY 2012-13		Adopted FY 2012-13	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000464	Program Coordinator	60,341	80,475	5.00	401,820	3.00	281,688	3.50	321,924
30000465	Program Manager	63,378	84,635	5.00	375,948	4.00	318,200	4.00	318,200
30000466	Program Manager, Sr	75,109	100,048	1.00	100,044	1.00	100,044	2.00	175,152
30000463	Program Specialist	54,725	72,925	5.00	336,552	6.00	406,376	5.00	342,980
30000462	Program Specialist, Assistant	45,074	69,451	0.00	0	1.00	69,456	1.00	69,456
30000632	Public Works Division Manager	86,840	117,686	3.00	298,643	3.00	310,882	3.00	310,882
30000690	Public Works Inspection Supervisor	63,378	84,635	2.00	148,020	2.00	148,020	1.00	84,636
30000228	Public Works Inspector	56,888	65,000	10.00	624,036	8.00	516,552	8.00	516,552
30000229	Public Works Inspector, Sr	61,693	72,696	4.00	279,780	4.00	279,780	5.00	343,164
30000679	Public Works Permit Engineering Manager	69,826	93,829	1.00	93,828	1.00	93,828	1.00	93,828
30000630	Public Works Supervisor II	57,450	76,586	25.00	1,832,486	23.00	1,688,559	23.00	1,688,559
30000631	Public Works Supervisor, Sr	66,602	89,107	5.00	421,272	0.00	(4)	0.00	(4)
30000697	Right of Way Acquisition Supervisor	69,826	93,829	1.00	70,304	1.00	93,828	1.00	93,828
30000348	Right of Way Agent I	37,835	50,690	2.00	75,672	2.00	77,232	2.00	77,232
30000349	Right of Way Agent II	50,690	64,667	3.00	157,454	3.00	161,326	3.00	161,326
30000350	Right of Way Agent III	61,568	78,645	3.00	211,098	3.00	221,469	3.00	221,469
30000481	Risk Specialist	54,725	72,925	1.00	62,883	1.00	65,463	1.00	65,463
30000486	Safety & Risk Officer II	69,826	93,829	1.00	93,828	1.00	93,828	1.00	93,828
30000029	Service Dispatcher	33,800	47,320	3.00	141,948	3.00	141,948	3.00	141,948
30000030	Service Dispatcher, Lead	40,310	51,896	1.00	51,900	1.00	51,900	1.00	51,900
30000197	Sidewalk Inspector	50,461	57,408	4.00	229,632	3.00	162,636	3.00	162,636
30000089	Sign Maker	51,438	55,890	1.00	55,896	1.00	55,896	1.00	55,896
30000402	Signals & Street Lighting Technician	61,568	78,645	1.00	78,648	1.00	78,648	1.00	78,648
30000053	Storekeeper/Acquisition Specialist I	41,038	50,253	1.00	50,256	1.00	50,256	1.00	50,256
30000054	Storekeeper/Acquisition Specialist II	43,139	52,728	4.00	210,912	3.00	158,184	3.00	158,184
30000056	Storekeeper/Acquisition Specialist III	48,714	60,570	2.00	121,152	2.00	121,152	2.00	121,152
30000702	Street Lights/Signals Manager	75,109	100,048	1.00	75,108	0.00	0	0.00	0
30000091	Street Maintenance Crew Leader	52,811	57,408	7.00	397,260	6.00	336,264	8.00	458,256
30001079	Survey Project Support Tech	47,944	52,354	1.00	50,692	1.00	52,356	1.00	52,356
30000224	Surveying Aide II	41,974	46,530	9.00	409,165	10.00	457,596	10.00	457,596
30000694	Surveying Supervisor	63,378	84,635	1.00	74,772	1.00	77,832	1.00	77,832
30000225	Surveyor I	47,944	59,592	6.00	350,688	6.00	357,552	6.00	357,552
30000226	Surveyor II	55,682	63,794	2.00	124,482	2.00	127,584	2.00	127,584
30001558	Timekeeping Specialist	33,862	47,258	6.00	257,184	5.00	220,812	5.00	220,812
30000092	Traffic Crew Leader	50,898	55,370	8.00	438,480	8.00	438,480	7.00	383,112
30000699	Traffic Investigations Manager	75,109	100,048	1.00	100,044	1.00	100,044	1.00	100,044
30001183	Transportation Demand Mgmt Assistant	32,906	42,016	0.00	0	3.00	98,712	3.00	98,712
30000351	Transportation Demand Mgmt Spec I	50,690	64,667	2.00	126,240	4.00	226,056	4.00	226,056
30000352	Transportation Demand Mgmt Spec II	61,568	78,645	4.00	301,055	2.90	238,390	3.40	269,182
30000853	Transportation Dev & Engineering Grp Mgr	93,288	130,291	1.00	130,296	1.00	130,296	1.00	130,296
30000420	Transportation Director	129,834	186,056	1.00	154,920	1.00	161,268	1.00	161,268
30000642	Transportation Division Manager	86,840	117,686	3.00	306,651	3.00	318,091	3.00	318,091
30000740	Transportation Planner, Supervising	75,109	100,048	2.00	175,152	0.00	6,516	0.00	6,516
30000739	Transportation Planning Coordinator	60,341	80,475	3.00	241,416	3.00	241,416	3.00	241,416
30000741	Transportation Planning Manager	86,840	117,686	1.00	117,684	1.00	117,684	1.00	117,684
30000854	Transportation Systems Grp Mgr	93,288	130,291	1.00	130,296	1.00	130,296	1.00	130,296
30001037	Utility Locator	47,112	50,690	5.00	250,248	5.00	251,910	5.00	251,910
30000076	Utility Worker I	40,290	43,826	12.00	525,888	13.00	567,540	13.00	567,540
30000077	Utility Worker II	43,826	47,112	135.00	6,288,195	126.00	5,893,302	130.00	6,089,790
30000123	Welder	51,438	55,890	2.00	107,340	1.00	55,836	1.00	55,836

Class	Title	Salary Range Minimum	Salary Range Maximum	Revised FY 2011-12 No.	Revised FY 2011-12 Amount	Proposed FY 2012-13 No.	Proposed FY 2012-13 Amount	Adopted FY 2012-13 No.	Adopted FY 2012-13 Amount
TOTAL FULL-TIME POSITIONS				741.00	45,394,507	719.90	43,722,120	729.40	44,353,320
30000325	Engineering Technician II	50,690	64,667	0.90	50,280	0.50	29,201	0.50	29,201
30000185	Parking Code Enforcement Officer	38,210	48,755	0.90	43,884	1.40	62,988	1.40	62,988
30000462	Program Specialist, Assistant	45,074	69,451	1.00	69,456	0.00	0	0.00	0
30000029	Service Dispatcher	33,800	47,320	2.80	127,884	2.80	129,936	2.80	129,936
30000197	Sidewalk Inspector	50,461	57,408	0.80	45,924	0.80	45,924	0.80	45,924
30000224	Surveying Aide II	41,974	46,530	1.00	41,976	0.00	0	0.00	0
30000352	Transportation Demand Mgmt Spec II	61,568	78,645	1.80	141,552	1.25	98,304	1.25	98,304
TOTAL PART-TIME POSITIONS				9.20	520,956	6.75	366,353	6.75	366,353
30000101	Automotive Equipment Oper I	40,830	49,483	0.58	28,868	1.00	49,488	0.00	0
30000107	Concrete Finisher	51,438	55,890	0.00	0	3.00	184,500	0.00	0
30000681	Engineer, Supervising	87,277	116,355	1.00	87,276	1.00	87,276	0.00	0
30000365	Engineer-Civil	80,954	98,384	1.00	83,304	1.00	84,312	0.00	(14,076)
30000324	Engineering Technician I	37,835	50,690	1.00	38,928	1.00	40,044	0.50	14,700
30000464	Program Coordinator	60,341	80,475	0.00	0	0.50	40,236	0.00	0
30000465	Program Manager	63,378	84,635	1.00	63,384	0.00	0	0.00	0
30000463	Program Specialist	54,725	72,925	1.00	54,720	0.00	0	1.00	63,396
30000497	Public Information Manager	69,826	93,829	1.00	69,828	0.00	0	0.00	0
30001183	Transportation Demand Mgmt Assistant	32,906	42,016	1.75	60,417	0.00	0	0.00	0
30000351	Transportation Demand Mgmt Spec I	50,690	64,667	3.55	190,898	0.50	30,000	0.50	30,000
30000077	Utility Worker II	43,826	47,112	0.00	0	3.00	151,488	0.00	0
TOTAL LIMITED TERM POSITIONS				11.88	677,623	11.00	667,344	2.00	94,020
GRAND TOTAL				762.08	46,593,086	737.65	44,755,817	738.15	44,813,693

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

Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2012-13	184,058,001	0	184,058,001	753.65	FY 2012-13 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	(747,560)	0	(747,560)	(8.00)	Business & support services reductions
	(4,655,000)	0	(4,655,000)	(4.00)	CIP paving reduction
	(913,969)	0	(913,969)	(5.00)	Other CIP and capital support reductions
	(632,086)	0	(632,086)	(5.00)	Street cleaning reductions net partial restoration
	(1,505,000)	0	(1,505,000)	(8.00)	Sidewalk / ADA reductions
	(85,000)	0	(85,000)	0.00	Downtown mall maintenance reduction
	(682,958)	0	(682,958)	0.00	OMF interagency adjustments
	0	(122,829)	(122,829)	0.00	Non-represented merit freeze
	(473,155)	0	(473,155)	(5.00)	Maintenance PW supervisors
	(119,550)	0	(119,550)	(1.00)	Engineering svsc
	(127,530)	0	(127,530)	(1.00)	Traffic Operations Div Mngr
	(126,568)	0	(126,568)	(0.50)	Communications
	(60,000)	0	(60,000)	0.00	Development svcs reduction
	(824,844)	0	(824,844)	0.00	Downtown Marketing contract reduction
	(140,000)	0	(140,000)	0.00	Edangered Species Act reduction
	(320,000)	0	(320,000)	0.00	Central IA reductions
	(350,000)	0	(350,000)	(2.50)	Active transportation reduction
	(305,000)	0	(305,000)	(3.00)	Transportation planning reduction
	(481,900)	0	(481,900)	(0.50)	Parking reductions
	(350,000)	0	(350,000)	0.00	Streetcar operations reduction
	0	0	0	0.00	Streetlight energy funding swap
	(480,000)	0	(480,000)	0.00	Redlight Camera program shift to Police
	(186,860)	0	(186,860)	(2.00)	Paving maint reduction net partial restoration
	(2,020,179)	0	(2,020,179)	(12.00)	Maintenance reductions
	(588,433)	0	(588,433)	(5.50)	Other operational program reductions
	0	290,004	290,004	0.00	Unemployment payouts
	0	120,000	120,000	0.00	Sunday Parkways GF subsidy
	242,208	0	242,208	8.00	Streetcar positions
	90,390	0	90,390	1.00	Rail~Volution position
	953,309	0	953,309	0.00	Downtown marketing contract restoration
	285,000	0	285,000	3.00	Parking enforcement meter district enhancement
	2,103,000	2,267,000	4,370,000	23.00	NW parking operating and capital
	0	45,000,000	45,000,000	0.00	PMLRT local match
	0	70,000,000	70,000,000	0.00	Sellwood Bridge local match
	150,000	0	150,000	0.00	Street cleaning program redesign
	0	0	0	12.00	Realignments with FTE impact
	0	61,036	61,036	0.00	Technical adjustments
Approved Budget Additions and Reductions					
	0	245,500	245,500	0.00	Lloyd District transportation projects
	0	0	0	1.00	Extend Public Information Manager position
	0	0	0	(1.00)	Eliminate Public Information Manager

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

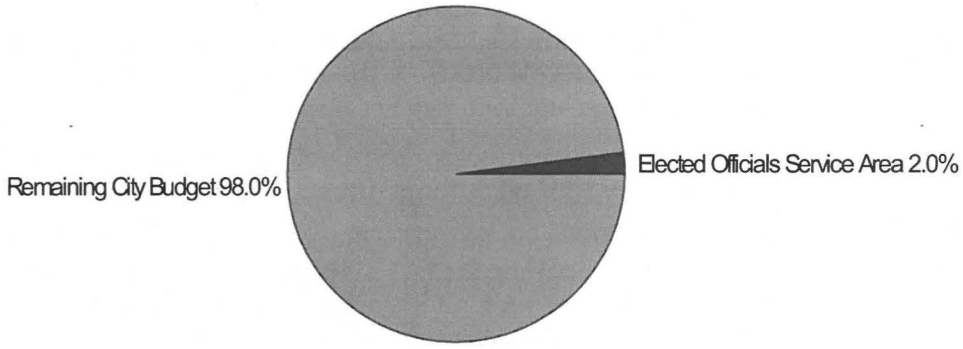
Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
Adopted Budget Additions and Reductions					
	0	0	0	0.50	Restore Active Transportation position
	0	(560)	(560)	0.00	Techncial adjustment
	(12,351,685)	**117,860,151**	**105,508,466**	**(15.50)**	**Total FY 2012-13 Decision Packages**
			289,566,467	**738.15**	**Total Adopted Budget**


CITY OF PORTLAND, OREGON
1851

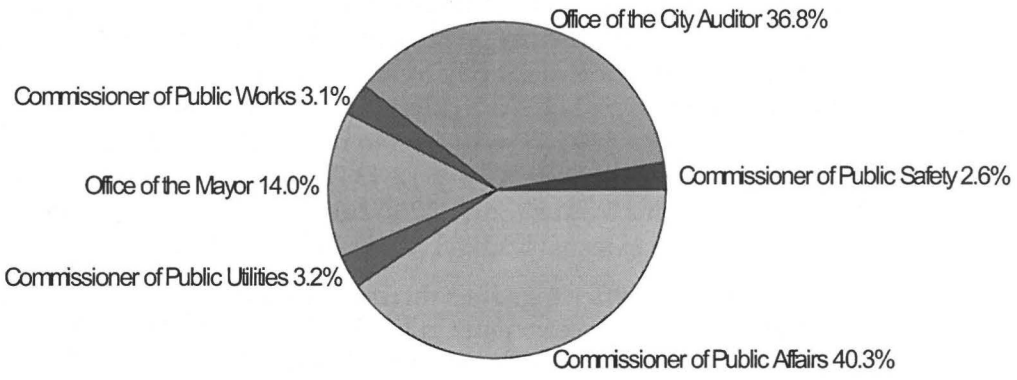
Elected Officials Service Area

- Office of the City Auditor
- Office of the Mayor
- Commissioner of Public Affairs
- Commissioner of Public Safety
- Commissioner of Public Utilities
- Commissioner of Public Works

Percent of City Budget



Percent of Service Area Budget



Service Area Overview

Requirements	Revised FY 2011-12	Adopted FY 2012-13	Change from Prior Year	Percent Change
Operating	76,898,753	73,540,025	(3,358,728)	(4.37)
Capital	0	0	0	0.00
Total Requirements	**76,898,753**	**73,540,025**	**(3,358,728)**	**(4.37)**
Authorized Positions	112.65	109.00	(3.65)	(3.24)

Service Area Highlights

Description

The Elected Officials service area includes the offices of the Mayor, the Commissioners, and City Auditor.

Major Themes

Office of the Mayor

The FY 2012-13 Adopted Budget for the Office of the Mayor is $4.1 million. The budget includes $450,750 for the Education program, $235,000 for the Cradle-to-Career program, and $143,343 to continue support for the Office of Youth Violence Prevention.

Commissioners' Offices

The FY 2012-13 Adopted Budget for the Commissioner of Public Affairs includes a grant revenue of $204,000 from the Department of Justice to support the Gateway Center for Domestic Violence Services.

In FY 2012-13, the budget for the Commissioner of Public Utilities includes an interagency of $50,000 with the Bureau of Emergency Communication.

The other commissioners' office budgets remain relatively unchanged. The mandatory 6% ongoing budget reductions were taken by all commissioners' offices. The Mayor's Office took an 8% ongoing budget reductions. The OMF interagency adjustments and Non-represented merit freeze were taken by all Council offices.

Office of the City Auditor

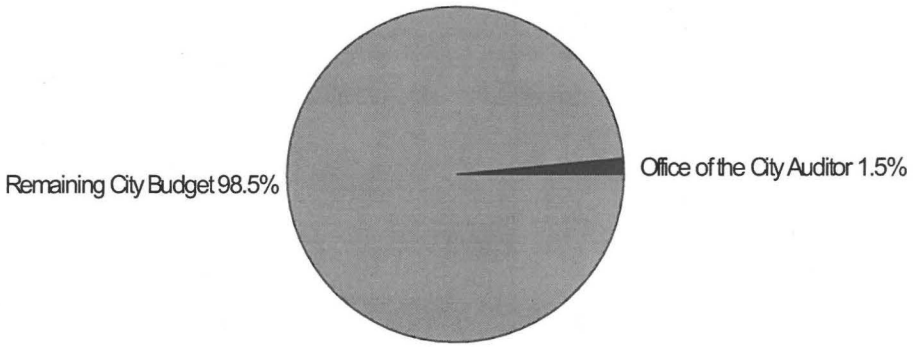
The Auditor's Office FY 2012-13 Adopted Budget includes 48.30 FTEs and an operating budget of $10.7 million, which is consistent with FY 2011-12 Revised Budget funding level. The budget includes a $96,888 and 1.00 FTE reduction related to a Deputy Ombudsman position, $39,116 reduction from personal services to reflect the Citywide merit pay freeze for non-represented employees making over $45,000 annually, $142,393 reduction to external materials & services across bureau divisions, and a $49,377 reduction to reflect OMF internal services reductions. Additionally the bureau's FY 2012-13 Adopted Budget includes $185,000 in funding carried forward from FY 2011-12 to fund two Independent Police Review contracts and the City's external audit contract in FY 2012-13.

The Auditor's Office manages three funds: the Bancroft Bond Fund ($20.3 million in FY 2012-13), the Assessment Collection Fund ($79,000 in FY 2012-13), and the Local Improvement District Fund ($25.4 million in FY 2012-13). The Campaign Finance Fund, which had been managed by the Auditor's Office, was closed at the end of FY 2010-11.

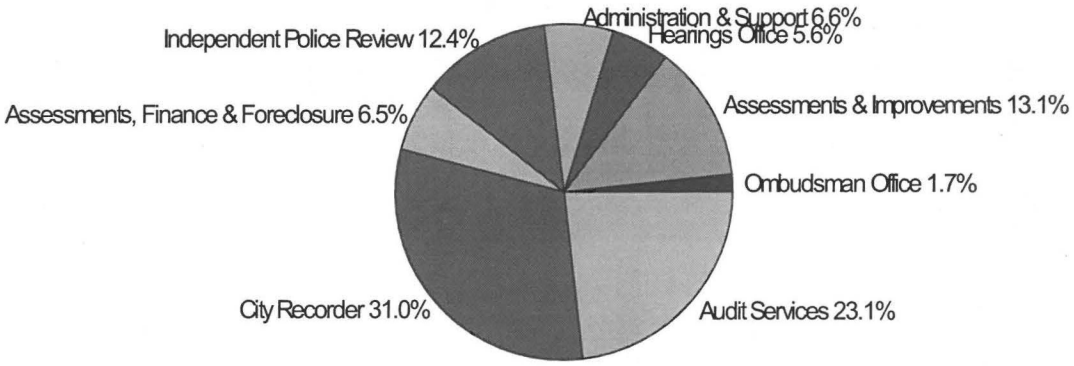
Office of the City Auditor

Elected Officials Service Area
La Vonne Griffin-Valade, City Auditor

Percent of City Budget

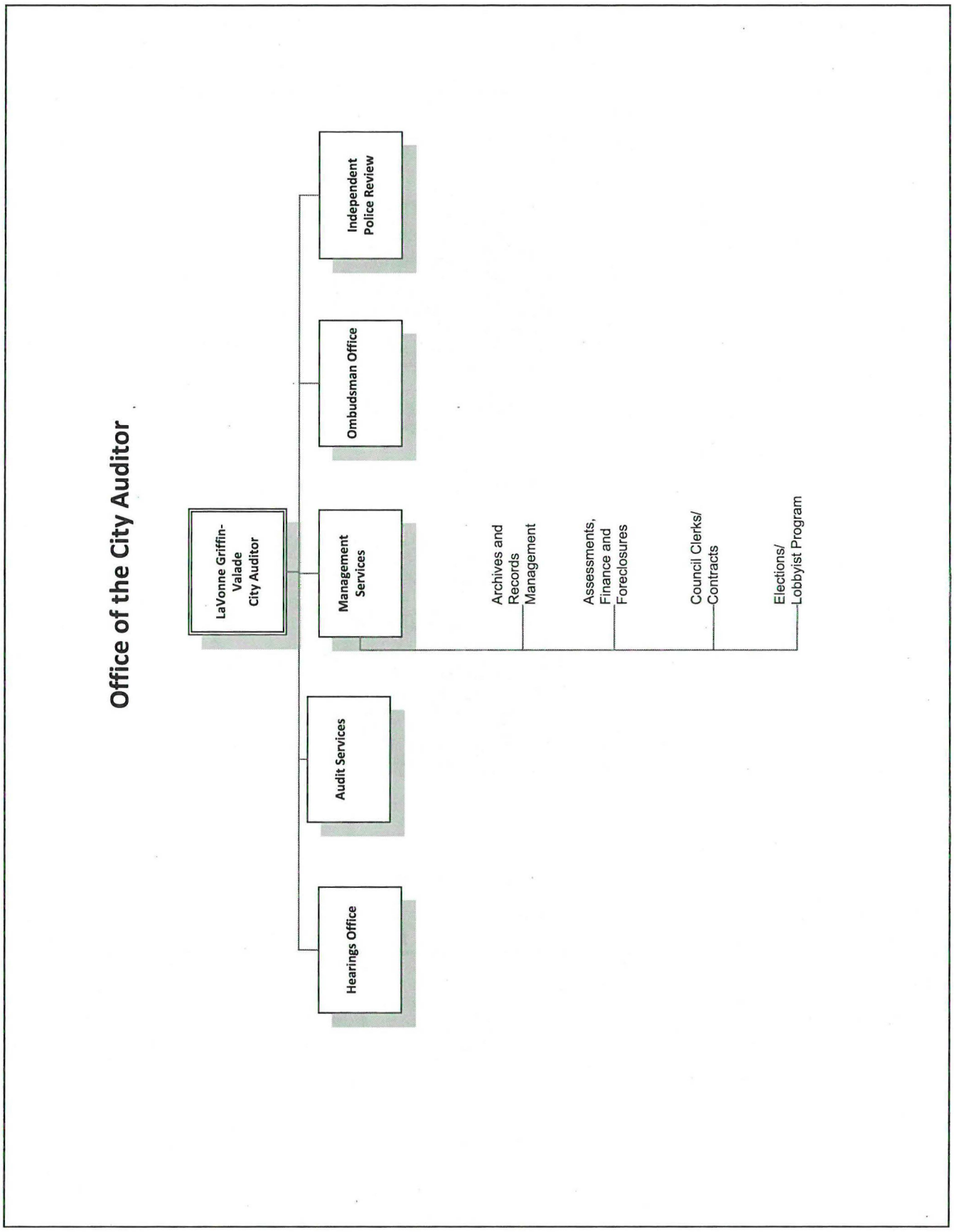


Bureau Programs



Bureau Overview

Requirements	Revised FY 2011-12	Adopted FY 2012-13	Change from Prior Year	Percent Change
Operating	51,784,733	55,067,955	3,283,222	6.34
Capital	0	0	0	0.00
Total Requirements	**51,784,733**	**55,067,955**	**3,283,222**	**6.34**
Authorized Positions	49.30	48.30	(1.00)	(2.03)


Office of the City Auditor
LaVonne Griffin-Valade City Auditor
Independent Police Review
Ombudsman Office
Management Services
Archives and Records Management
Assessments, Finance and Foreclosures
Council Clerks/ Contracts
Elections/ Lobbyist Program
Audit Services
Hearings Office

Bureau Summary

Bureau Mission

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

Bureau Overview

The elected City Auditor provides accountability for the use of public resources. City Charter requires the Auditor to be professionally certified and assigns the Auditor a variety of responsibilities, including conducting performance audits, administering City elections, maintaining all official records of the City, overseeing the Council agenda and meetings, and other accountability functions. City Code also authorizes the Auditor to provide civilian oversight of the Portland Police Bureau, impartial hearings of appeals of City decisions, and independent investigations of complaints.

The Assessments, Finance and Foreclosure program in the Auditor's Office also manages several large funds, totaling approximately $45.7 million in FY 2012-13, which finance both large and small local improvement projects. These funds are displayed as part of the Auditor's Office total budget; however, the FY 2012-13 operating budget for the Auditor's Office is $10.8 million.

Strategic Direction

Accountability

Portland has long been a leader in working for government accountability, largely through the efforts of the City Auditor's Office. The Auditor's role is to advocate for efficient service delivery to Portlanders, effective management of the City organization, and open and transparent processes. Accountability is a major focus of all the Auditor's programs.

Responsive Government

Over the last three fiscal years, the Auditor's Office has undertaken several initiatives to improve services and promote a more responsive government. These include the following:

- The bureau's website continues to be streamlined and improved. Recently, the Council Clerk page was revised to ease access to Council documents, decisions, and proceedings.
- The Auditor's police oversight authority was strengthened considerably.
- The new Portland Archives and Records Center was relocated to a central location and with more capacity to serve employees, researchers, and interested members of the public.
- The annual community survey was improved and revised.
- The Auditor's Office increased its capacity to conduct more frequent and comprehensive audits of the City's information technology systems.
- The Auditor launched a 24/7 tip line to allow anonymous reporting of concerns about possible employee misconduct to the City Ombudsman. The reporting system is open to the public and City employees.

FY 2012-13 Service Improvement Plan

Pilot Project - Assess distribution of services by neighborhood coalition: East Portland

The Audit Services Division will undertake an assessment of the distribution of services in the East Portland neighborhood coalition. The methodology for the pilot project has yet to be determined, but to the extent that it is effective in clarifying any problem areas in the East Portland coalition, this initial assessment can be used as a template for future reviews of other coalitions.

Elevate the profile and increase the effectiveness of the Ombudsman function

The Auditor has recognized the need to build community and Citywide awareness of the Office of Ombudsman's role and to strengthen the office's ability to effect positive change when appropriate. Despite budget cuts in FY 2012-13, the following action steps are planned:

- Targeted outreach in the community
- Regular training on ethics and fraud for City employees
- Regular reporting on the outcome of investigations
- Proactive outreach to City officials and employees
- More comprehensive annual reports, including media coverage

Focus efforts of the Foreclosure Program on egregious properties

Depending on available resources, the Auditor plans to continue current pre-foreclosure efforts, allowing eligible property owners to participate in individualized payment plans, resolve liens, solve the problems that prompted those liens in the first place, and avoid forcing residents from their properties. As of December 31, 2011, these efforts had brought the City approximately $7 million that might have previously gone unrealized, exceeding targets by 54%.

Although work to assist property owners in resolving their delinquent accounts will continue, the program will focus on initiating foreclosure proceedings against egregious properties and forward these properties to City Council for foreclosure decisions.

Summary of Budget Decisions

Reduction Packages

6% Mandatory Reduction

This cut eliminates the Deputy City Ombudsman position, leaving 1.00 FTE in the Office of the Ombudsman, diminishing the Ombudsman's ability to revitalize the program and resulting in fewer complaints being investigated. It leaves the office with no back up or continuity in the event of an absence. Reductions made to external materials and services across the Auditor's Office programs will decrease resources for professional development and credential maintenance, contracting for outside professional expertise, and purchase of software and supplies.

OMF Interagency Adjustments

The package reflects a decrease of $49,377 in interagency costs resulting from decision packages in the Office of Management and Finance. An adjustment to the bureau's ongoing General Fund discretionary target was made to balance the decreased costs.

Non-Represented Merit Freeze

The package reflects a decrease of $39,116 in personnel services costs resulting from a freeze on merit increases in FY 2012-13 for non-represented employees making more than $45,000 per year.

Program Carryover Requests

Independent Police Review Contracts

The bureau reduced their FY 2011-12 budget in spring 2012 by $85,000 and will carryover the funding for two separate IPR contracts in FY 2012-13. The contracts will fund 1) a consultant review of officer-involved shootings and in-custody deaths and 2) expert evaluation the City's system of civilian oversight of police.

External Audit Contract

The bureau reduced their FY 2011-12 budget in spring 2012 by $100,000 and will carry forward the resources to FY 2012-13 to ensure there will be adequate funding available for the City's external financial audit.

Ombudsman Office

Description

The Office of the Ombudsman is an independent, impartial office that receives complaints from the public and City employees about administrative acts of the City. The Ombudsman has the authority to investigate complaints to determine whether the City has acted fairly and reasonably. If a complaint is justified, the Ombudsman will work with the complainant and the bureau to find a fair and just solution and may issue a report recommending changes in policies or procedures to avoid subsequent problems. If a complaint is not justified, the Ombudsman will explain the reasoning and the implications to the complainant. This process protects City bureaus from unfounded criticism.

The Ombudsman plays a significant role in addressing public concerns, thus avoiding more costly conflicts. The Ombudsman is committed to ensuring government accountability through oversight, increasing trust in government, continuing outreach efforts to underrepresented members of the public, and investigating and managing reports received from the Auditor's OpenCity Tipline.

Goals

The Ombudsman supports the City goal of delivering efficient, effective, and accountable municipal services and the bureau goal of improving City accountability. By facilitating communications between citizens and government and making recommendations to improve administrative practices and procedures, the Ombudsman seeks to promote responsiveness and quality in government.

Performance

The Office of the Ombudsman responds to more than 350 complaints and requests per year and expects that number to increase through additional outreach and enhanced reporting methods. The Ombudsman manages another 35 or so reports received through the Auditor's Fraud Alert line. In FY 2010-11, a survey of those who had used the Office of the Ombudsman services indicated that 93% of respondents were satisfied with the timeliness of the response to their complaint; the goal was 85%. In the spring of each year, the Office of the Ombudsman produces an annual report describing samples of cases and accomplishments.

Changes to Services and Activities

The Ombudsman has increased efforts at outreach, particularly to underrepresented or disenfranchised members of the community. The Ombudsman is also prioritizing complaints that may be indicative of a systemic problem. In response to mandatory budget reductions in FY 2012-13, the Deputy City Ombudsman position was eliminated.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	2.00	2.00	2.00	1.00	1.00
Expenditures					
Ombudsman Office	287,447	263,632	304,529	182,995	182,995
Total Expenditures	**287,447**	**263,632**	**304,529**	**182,995**	**182,995**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Effectiveness					
Percentage of citizens who are satisfied or very satisfied with the service they received	75%	80%	84%	85%	85%
Efficiency					
Percentage of citizens who feel the office's response was timely	93%	93%	94%	94%	94%
Workload					
Number of complaints and requests	366	365	341	350	350

Administration & Support

Description

Administrative Support

The Management Services Division is the Auditor's executive office, providing leadership, accountability, and support for all activities of the City Auditor's Office. These functions include policy analysis, budgeting, accounting, human resources, payroll activities, purchasing, and information technology projects and systems. This division monitors problem-solving efforts throughout the office and serves as a contact point for other bureaus and offices in the City.

Direct Public Support

Management Services also provides direct support to members of the public. This division is responsible for managing elections processes for the City. It also administers the lobbyist program, registers lobbying entities, receives and publishes lobbying reports, and maintains the online reporting applications. Management Services administers and maintains the repository of the Portland Policy Documents. Staff members review documents that add, delete, and/or amend Citywide policies and make them available on PortlandOnline. This division also administers and supports PortlandOnline for the bureau.

Goals

Management Services helps attain the City's goal of delivering efficient, effective, and accountable municipal services, as well as the bureau goal of providing leadership and accountability.

Performance

In FY 2010-11, administrative costs were 6.9% of the total operating budget, meeting the goal of being under 10%. The FY 2012-13 target is 8%. In FY 2010-11, the Elections Officer processed three elections filings. Due to the May 2012 Primary Election, the projected number of filings is 39 for FY 2011-12. This number is expected to decrease again in FY 2012-13 because it is an off-cycle election year.

Changes to Services and Activities

No major changes to services or activities are planned, although a number of factors continue to impact the workload of the division. These include a busy election season, further implementation of SAP and significant software-related projects.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	4.00	4.00	4.50	4.50	4.50
Expenditures					
Administration & Support	567,501	567,819	692,889	710,475	710,475
Total Expenditures	**567,501**	**567,819**	**692,889**	**710,475**	**710,475**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Efficiency					
Administrative costs: Goal is 10% or less of total budget	7.3%	6.9%	7.0%	7.0%	7.0%

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Workload					
Number of Election Filings	17	3	39	3	3

Audit Services

Description

The mission of the Audit Services Division is to promote honest, efficient, effective, and fully accountable City government. The division conducts independent audits that, in accordance with government auditing standards, provide objective information and recommendations to City elected officials, City managers, and the public.

Performance and financial audit reports identify savings and revenue enhancements, strengthen management controls, and improve the efficiency and effectiveness of City government operations. Since 1985, Audit Services has issued more than 190 audit reports and identified over $18.1 million in measurable financial benefits to the City. Bureaus have implemented, or are in the process of implementing, almost 90% of audit report recommendations.

Goals

Audit Services supports the City goal of delivering efficient, effective, and accountable City services and the Auditor's Office goal of improving City accountability and performance by reporting its independent and impartial audit results and recommendations.

Performance

Audit Services issued 12 audit reports in FY 2010-11 to help improve the City's public accountability and to identify opportunities for increased efficiency and effectiveness. The goal for FY 2012-13 is 12 reports. In FY 2010-11, the cost per audit hour was $99; the projected cost for FY 2012-13 is $110. In FY 2010-11, City management implemented 94% of audit recommendations, exceeding the current goal of 85%. The goal for FY 2012-13 remains at 85%.

The percentage of recommendations implemented reflects their value to City management, as well as the real ability for management to make the suggested improvements. The measure of cost per audit hour shows the City's cost to provide an hour of audit time, which can be reviewed against other audit providers' costs as well as used in forecasting the total costs of an audit based on the estimated completion time. The number of audits issued is an important measurement of office activity and productivity and can be compared year-to-year, as well as measured against other offices and against the number of auditors on staff.

Changes to Services and Activities

The Auditor's Office has increased its capacity to conduct more frequent and comprehensive audits of the City's information technology systems. Audit Services ceased production of the annual Service Efforts and Accomplishments report in order to focus audit resources on producing performance audits with actionable recommendations to improve City efficiency and effectiveness.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	12.80	12.80	12.80	12.80	12.80
Expenditures					
Audit Services	1,531,195	1,466,835	1,785,854	1,743,061	1,743,061
CAFR Audit	300,649	336,570	233,522	373,522	453,522
PDC Audit	89,300	125,835	108,800	108,800	108,800

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
Single Audit	0	110,460	136,550	156,550	176,550
Total Expenditures	**1,921,144**	**2,039,700**	**2,264,726**	**2,381,933**	**2,481,933**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Effectiveness					
Percent of report recommendations implemented	89%	94%	85%	85%	85%
Efficiency					
Full cost per audit hour	$98	$99	$110	$110	$110
Workload					
Number of reports issued	9	12	12	12	12

City Recorder

Description

The City Recorder program consists of two divisions that develop and maintain accurate and objective documentation of City business and records. These are the Council Clerk/Contracts Division and the Archives and Records Management Division.

Council Clerk/Contracts

As the administrator of Council sessions, the Council Clerk prepares the agenda, processes ordinances and resolutions, compiles official minutes, and provides easy access to these proceedings. The staff also produces the official versions of City Charter and Code, gives final approval of City contract documents, approves claims for payment against the City, and disburses payments.

Archives and Records Management

Archives and Records Management is responsible for records retention schedules, records storage and confidential destruction, preservation of historical records, and reference and retrieval services for the public and City employees at the Portland Archives and Records Center (PARC). The staff assists elected officials and bureaus in managing their public records legally and efficiently. They help bureaus to develop records retention schedules that meet bureau needs, and give guidance and instruction on public records issues. Archives and Records Management also administers the Efiles/TRIM electronic records management and retention system to ensure that the City's electronic records comply with retention regulations and are easily accessible.

Goals

This program supports the City goal of delivering efficient, effective, and accountable services and the bureau's goal of ensuring open and transparent Council deliberations.

Performance

In FY 2010-11, the program processed 164,467 checks or deposit advices; the target for FY 2012-13 is 162,000. In FY 2010-11, the direct cost to retrieve and deliver a record was $6.03 per request; in FY 2012-13 the targeted cost is $6.50. In FY 2010-11, the number of Efiles records viewed by the public was 336,820 and the projection for FY 2012-13 is 780,000.

Changes to Services and Activities

There are significant changes that directly affect workload of this program. City employee and public usage of services has more than doubled since the opening of PARC at Portland State University campus in May 2010. Continued efforts to deploy Efiles/TRIM to additional bureaus Citywide has increased the workload in Archives and Records Management. The implementation of SAP has increased the workload in the Council Clerk/Contracts division; this increased level of work is projected to continue.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	15.00	15.00	14.50	14.50	14.50
Expenditures					
Archives & Records Management	2,003,215	2,275,911	2,457,311	2,458,348	2,458,348
Council Clerk & Contracts	780,488	811,392	906,606	865,290	865,290
Total Expenditures	**2,783,703**	**3,087,303**	**3,363,917**	**3,323,638**	**3,323,638**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Effectiveness					
Percent of requests provided within 24 hours	99%	98%	99%	99%	99%
Number of electronic documents viewed through Efiles	270,802	336,820	505,000	780,000	780,000
Efficiency					
Direct cost per retrieval and delivery of record from Records Center	$5.98	$6.03	$6.50	$6.50	$6.50
Workload					
Number of checks/deposit advices processed	229,526	164,467	162,000	160,000	160,000

Assessments, Finance & Foreclosure

Description

The Assessments, Finance & Foreclosure program assists the City in providing a wide range of services to property owners through special assessments. The program helps plan and finance local improvement projects, such as sewer and street improvements and sidewalk repairs. The program also assists with code enforcement efforts, such as nuisance abatements and demolitions, and assesses penalties and provides property owners with a variety of financing mechanisms to pay off their assessments. The program oversees the Local Improvement District (LID) Construction Fund, the Bancroft Bond Fund, and the Assessment Collection Fund. These funds total approximately $46 million.

The primary objective of the Foreclosure Program is to protect the interest of bondholders and taxpayers by recovering costs incurred by the City in providing services. The program staff works closely with the Bureaus of Transportation, Development Services, Environmental Services, Water, and Parks and Recreation in providing counseling and assistance to property owners regarding their assessments. Staff investigates and conducts research to see if individuals qualify for financial assistance, prepares individual payment plans, and contacts other agencies for assistance as needed.

Goals

The Assessments, Finance and Foreclosure program supports the City goal of improving the quality of life in neighborhoods and the bureau goal of providing accurate assessment recordings, financing, and information to protect the interest of City bureaus, bondholders, and taxpayers.

Performance

In FY 2010-11, this program conducted 1,241 new assessments; the projection for FY 2012-13 is 3,464. In FY 2010-11, there were 621 assessments per staff person; the projection for FY 2012-13 is 1,734 assessments per staff person.

Changes to Services and Activities

The Auditor's Office will be contracting for an analysis of options for the Lien Accounting System, which is in urgent need of replacement. After this analysis is conducted, we will develop a plan for its expeditious replacement.

The size of the LID Construction Fund budget is primarily driven by the number of construction projects in process and under consideration at any one time. It is anticipated that funding activity will increase in FY 2012-13 with the expected completion of the Portland Streetcar Loop Extension LID projects. In addition, significant budget changes can occur with the sale of special assessment bonds for the financing of large LID projects and the increased use of system development charges to pay for City infrastructure.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	3.00	3.00	3.00	3.00	3.00
Expenditures					
Assessments, Finance & Foreclosure	619,905	647,007	801,466	699,103	699,103
Total Expenditures	**619,905**	**647,007**	**801,466**	**699,103**	**699,103**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Efficiency					
Number of assessments per staff person	1,272	621	696	1,734	1,734
Workload					
New liens assessed	2,543	1,241	1,392	3,464	3,464

Hearings Office

Description

The Hearings Office provides a forum for public hearings and renders objective decisions based on City Code on matters over which City Council grants it jurisdiction. The office provides appeal hearings for City bureaus, conducts hearings on certain types of land use applications, and hears cases pursuant to intergovernmental agreements with other governmental bodies such as Multnomah County, the Port of Portland, and TriMet.

The Hearings Office hears cases initiated by a governmental body against a person or property and cases brought by parties who believe that a governmental determination is not legally or factually correct, offering a venue for the public to appeal where allowed by City Code. In all types of cases, the purpose of the Hearings Officer is to ensure the actions and determinations by the governmental body are legally supportable.

Goals

The office supports the City goal of delivering efficient, effective, and accountable municipal services and the bureau goal of improving City accountability and performance by reporting its independent and impartial reviews, findings, conclusions, and recommendations.

Performance

In FY 2010-11, the Hearings Officer determined 707 cases; the projection for FY 2012-13 is 900 cases. No land use cases were remanded by the Land Use Board of Appeals in FY 2010-11, and the Hearings Office has a goal of zero remanded cases for FY 2012-13.

Changes to Services and Activities

Land use, exclusion, and tow hearings have been increasing during the current fiscal year, a trend that needs to be monitored closely in order to ensure adequate staffing is available to meet legal requirements for this program.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	3.90	3.90	3.50	3.50	3.50
Expenditures					
Hearings Office	526,474	488,011	602,685	599,638	599,638
Total Expenditures	**526,474**	**488,011**	**602,685**	**599,638**	**599,638**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Workload					
Number of code, appeal, land use, and tow cases	832	707	800	900	900

Independent Police Review

Description

The Independent Police Review (IPR) division is an impartial oversight agency under the authority of the independently elected City Auditor. IPR was created to improve police accountability, promote higher standards of police services, and increase public confidence. IPR receives complaints, reviews and participates in ongoing police internal investigations, and monitors and reports on complaint status. It also has the authority to conduct joint or independent investigations when necessary. IPR participates as a voting member of the Police Review Board, which is the body that reviews allegations of police misconduct. The division hires outside experts to review officer-involved shootings and in-custody deaths. Staff in IPR provide assistance to the Citizen Review Committee, which reviews and rules on appeals of investigation findings and advises the Portland Police Bureau (PPB) on ways to improve practices.

Goals

The City Auditor's goal is to ensure that IPR carries out its civilian oversight responsibilities in a manner that is professional, unbiased, responsive, and fair. The work of IPR supports the City goal of delivering efficient, effective, and accountable services.

Performance

In FY 2010-11, IPR received 410 complaints; 420 complaints are projected for FY 2012-13. In FY 2010-11, the Auditor's annual community survey reported that 34% of respondents rated IPR's efforts to regulate police conduct as good or very good; the goal for FY 2012-13 is 40%. In FY 2010-2011, the median number of days to complete intake investigations was 27, and IPR has set a target of 20 days for FY 2012-13.

Changes to Services and Activities

IPR has fully implemented Council's 2010 revisions to its ordinance. The changes strengthened IPR's role in the oversight of PPB in three main areas: increased IPR's authority to conduct independent administrative investigations; strengthened IPR's role in administrative investigations undertaken by PPB; and revised PPB's disciplinary review board with provisions for a more transparent and balanced Police Review Board. The new and enhanced responsibilities have increased the workload of the Director and Assistant Director and the level of work is projected to continue into the future.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	9.80	9.30	9.00	9.00	9.00
Expenditures					
Independent Police Review	1,066,847	1,172,206	1,211,548	1,241,345	1,326,345
Total Expenditures	**1,066,847**	**1,172,206**	**1,211,548**	**1,241,345**	**1,326,345**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Effectiveness					
Percentage of residents rating IPR's regulation of Portland Police as good or very good	NA	34%	33%	40%	40%

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Efficiency					
Median number of days to complete intake investigations	NA	27	24	20	20
Workload					
Number of citizen complaints	389	410	420	420	420

Assessments & Improvements

Description

The Assessment and Improvement program accounts for the activities of the Assessments, Finance, and Foreclosure division of the Auditor's Office. The program administers the financing of local infrastructure improvements as approved by City Council. It accounts for the assessment and debt activities related to the Local Improvement District (LID) Fund, Bancroft Bond Interest & Sinking Fund, and the Assessments Collection Fund. The program also provides property owners with a variety of financing mechanisms to pay off their assessments.

Goals

The Assessment and Improvements program supports the City's goal of improving the quality of life in neighborhoods and the bureau goal of providing accurate assessment recordings, financing, and information to protect the interest of City bureaus, bondholders, and taxpayers.

Performance

As primarily a financing mechanism, the Assessment and Improvements program does not have performance measures. Rather, the performance of the Assessment, Finance, and Foreclosure division best capture the effectiveness and efficiency of the program.

Changes to Services and Activities

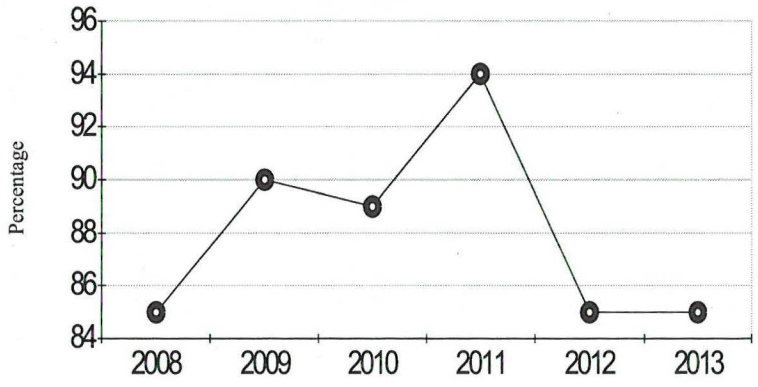
The size of the LID Construction Fund budget is primarily driven by the number of construction projects in process and under consideration at any one time. It is anticipated that funding activity will decrease in FY 2012-13 as a result of the majority of the funding of the Portland Streetcar Loop Extension LID projects having occurred in FY 2011-12. In addition, significant budget changes can occur with the sale of special assessment bonds for the financing of large LID projects and the increased use of System Development Charges to pay for City infrastructure.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
Expenditures					
Assessments & Improvements	1,237,450	1,249,593	1,520,862	1,404,556	1,404,556
Total Expenditures	**1,237,450**	**1,249,593**	**1,520,862**	**1,404,556**	**1,404,556**

Performance Measures

Percent of Audit Recommendations Implemented

In FY 2010-11, 94% of the Audit report recommendations were implemented, exceeding the goal of 85%. The goal for FY 2012-13 remains at 85%.



	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
Resources					
External Revenues					
Charges for Services	1,267,193	1,291,593	1,146,885	1,202,721	1,202,721
Bond & Note	40,075,712	10,987,181	16,533,107	16,981,654	16,981,654
Miscellaneous	19,506,947	11,022,502	8,706,456	11,497,611	11,497,611
Total External Revenues	**60,849,852**	**23,301,276**	**26,386,448**	**29,681,986**	**29,681,986**
Internal Revenues					
General Fund Discretionary	3,356,404	3,446,203	4,160,970	3,660,236	3,845,236
General Fund Overhead	3,303,301	3,609,767	3,737,201	4,122,089	4,122,089
Fund Transfers - Revenue	7,264	3,477	23,022	73	157
Interagency Revenue	795,300	774,353	960,204	927,681	927,681
Total Internal Revenues	**7,462,269**	**7,833,800**	**8,881,397**	**8,710,079**	**8,895,163**
Beginning Fund Balance	21,679,738	20,942,440	16,516,888	16,490,806	16,490,806
Total Resources	**$89,991,859**	**$52,077,516**	**$51,784,733**	**$54,882,871**	**$55,067,955**
Requirements					
Bureau Expenditures					
Personnel Services	4,721,831	4,733,285	5,094,032	5,079,044	5,079,044
External Materials and Services	1,174,951	1,556,187	1,582,829	1,580,768	1,765,768
Internal Materials and Services	3,320,208	3,683,773	4,085,761	3,883,871	3,883,871
Total Bureau Expenditures	**9,216,991**	**9,973,245**	**10,762,622**	**10,543,683**	**10,728,683**
Fund Expenditures					
Debt Service	32,591,810	14,847,700	10,052,078	24,047,181	24,047,181
Contingency	0	0	4,015,537	3,800,317	3,800,397
Fund Transfers - Expense	27,240,619	10,739,563	12,660,122	3,402,496	3,402,496
Debt Service Reserves	0	0	14,294,374	13,011,571	13,011,571
Total Fund Expenditures	**59,832,429**	**25,587,263**	**41,022,111**	**44,261,565**	**44,261,645**
Ending Fund Balance	20,942,440	16,517,008	0	77,623	77,627
Total Requirements	**$89,991,859**	**$52,077,516**	**$51,784,733**	**$54,882,871**	**$55,067,955**
Programs					
Administration & Support	567,777	567,819	692,889	710,475	710,475
Assessments & Improvements	1,237,450	1,249,593	1,520,862	1,404,556	1,404,556
Assessments, Finance & Foreclosure	619,905	647,007	801,466	699,103	699,103
Audit Services	1,921,144	2,039,700	2,264,726	2,381,933	2,481,933
Campaign Finance	203,931	20,109	0	0	0
City Recorder	2,783,703	3,087,303	3,363,917	3,323,638	3,323,638
Debt Management	0	434,474	0	0	0
Hearings Office	526,474	488,011	602,685	599,638	599,638
Independent Police Review	1,066,847	1,172,206	1,211,548	1,241,345	1,326,345
Ombudsman Office	287,447	263,632	304,529	182,995	182,995
Progress Board	2,312	3,391	0	0	0
Total Programs	**9,216,991**	**$9,973,245**	**$10,762,622**	**$10,543,683**	**$10,728,683**

Class	Title	Salary Range Minimum	Salary Range Maximum	Revised FY 2011-12 No.	Revised FY 2011-12 Amount	Proposed FY 2012-13 No.	Proposed FY 2012-13 Amount	Adopted FY 2012-13 No.	Adopted FY 2012-13 Amount
30000434	Administrative Assistant	45,074	69,451	1.00	67,424	1.00	59,604	1.00	59,604
30000433	Administrative Specialist, Sr	41,974	64,626	1.00	58,749	1.00	61,161	1.00	61,161
30000545	Archivist & Records Center Supervisor	63,378	84,635	1.00	84,636	1.00	84,636	1.00	84,636
30000544	Archivist, Assistant	54,725	72,925	2.00	132,228	2.00	132,228	2.00	132,228
30000551	Audit Services, Director of	86,840	117,686	1.00	117,684	1.00	117,684	1.00	117,684
30000558	Auditor, Chief Deputy City	86,840	117,686	1.00	106,452	1.00	110,456	1.00	110,456
30000003	Auditor, City	103,522	103,522	1.00	103,524	1.00	103,524	1.00	103,524
30000448	Business Systems Analyst	57,450	76,586	1.00	71,664	1.00	74,598	1.00	74,598
30000546	Clerk to City Council	57,450	76,586	1.00	76,584	1.00	76,584	1.00	76,584
30000492	Community Outreach & Informtn Rep	54,725	72,925	2.00	143,036	2.00	145,232	2.00	145,232
30000553	Complaint Investigator	57,450	76,586	3.00	221,868	2.00	155,741	2.00	155,741
30000547	Council Support & Contracts Supervisor	63,378	84,635	1.00	84,636	1.00	84,636	1.00	84,636
30000568	Financial Analyst, Sr	63,378	84,635	1.00	84,636	1.00	84,636	1.00	84,636
30000552	Foreclosure Program Manager	63,378	84,635	1.00	84,636	1.00	84,636	1.00	84,636
30000028	Hearings Clerk	43,638	55,723	2.00	103,608	2.00	106,080	2.00	106,080
30000598	Hearings Officer	86,840	117,686	1.00	117,684	1.00	117,684	1.00	117,684
30000556	IPR Program Manager	86,840	117,686	1.00	114,774	1.00	117,684	1.00	117,684
30000555	IPR Program Manager, Assistant	69,826	93,829	1.00	92,328	1.00	93,453	1.00	93,453
30000451	Management Analyst	57,450	76,586	2.00	138,840	2.00	141,183	2.00	141,183
30000452	Management Analyst, Sr	63,378	84,635	1.00	84,636	1.00	84,636	1.00	84,636
30000450	Management Assistant	45,074	69,451	2.00	129,568	2.00	132,028	2.00	132,028
30000548	Management Auditor	57,450	76,586	3.00	222,480	3.00	226,653	3.00	226,653
30000550	Management Auditor, Principal	69,826	93,829	2.00	187,656	2.00	187,656	2.00	187,656
30000549	Management Auditor, Sr	63,378	84,635	4.00	306,396	4.00	315,190	4.00	315,190
30000012	Office Support Specialist II	31,512	43,950	3.00	128,988	3.00	131,868	3.00	131,868
30000013	Office Support Specialist III	40,310	51,896	2.00	103,800	2.00	103,800	2.00	103,800
30000554	Ombudsman, City	75,109	100,048	1.00	89,382	1.00	93,048	1.00	93,048
30000542	Records Center Assistant	36,483	56,160	2.00	91,794	2.00	94,255	2.00	94,255
30000543	Records Management Specialist	57,450	76,586	1.00	76,584	1.00	76,584	1.00	76,584
TOTAL FULL-TIME POSITIONS				46.00	3,426,275	45.00	3,397,158	45.00	3,397,158
30000553	Complaint Investigator	57,450	76,586	0.50	35,712	0.50	37,177	0.50	37,177
30000598	Hearings Officer	86,840	117,686	0.50	45,204	0.50	45,204	0.50	45,204
30000555	IPR Program Manager, Assistant	69,826	93,829	0.50	38,268	0.50	39,840	0.50	39,840
30000548	Management Auditor	57,450	76,586	0.90	34,200	0.90	35,370	0.90	35,370
30000549	Management Auditor, Sr	63,378	84,635	0.90	44,772	0.90	46,455	0.90	46,455
TOTAL PART-TIME POSITIONS				3.30	198,156	3.30	204,046	3.30	204,046
TOTAL LIMITED TERM POSITIONS				0.00	0	0.00	0	0.00	0
GRAND TOTAL				49.30	3,624,431	48.30	3,601,204	48.30	3,601,204

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

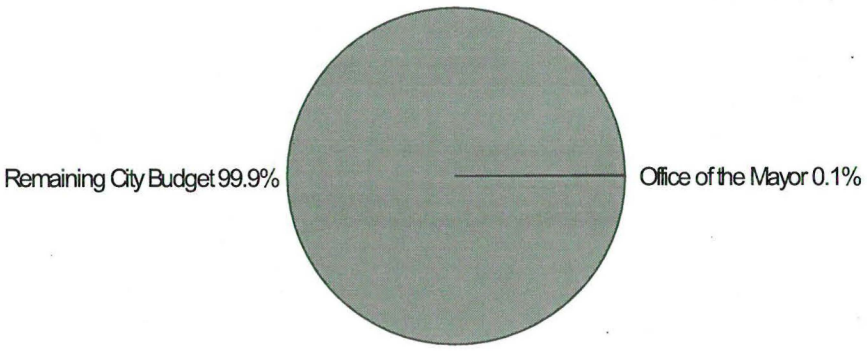
Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2012-13	10,871,457	0	10,871,457	49.30	FY 2012-13 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	(159,520)	0	(159,520)	(0.50)	Auditor 4% reduction
	(79,761)	0	(79,761)	(0.50)	Auditor 6% reduction
	0	(39,116)	(39,116)	0.00	Non-represented merit freeze
	(49,377)	0	(49,377)	0.00	OMF interagency adjustments
Approved Budget Additions and Reductions					
	0	85,000	85,000	0.00	Carryover IPR contracts
	0	100,000	100,000	0.00	Carryover external audit contract
Adopted Budget Additions and Reductions					
	0	0	0	0.00	None
	(288,658)	**145,884**	**(142,774)**	**(1.00)**	**Total FY 2012-13 Decision Packages**
			10,728,683	**48.30**	**Total Adopted Budget**

Office of the Mayor

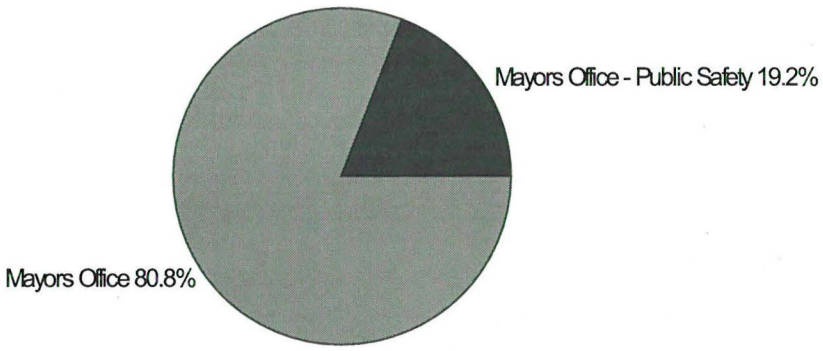
Elected Officials Service Area

Mayor Sam Adams, Commissioner-in-Charge

Percent of City Budget



Bureau Programs



Bureau Overview

Requirements	Revised FY 2011-12	Adopted FY 2012-13	Change from Prior Year	Percent Change
Operating	4,708,261	4,082,239	(626,022)	(13.30)
Capital	0	0	0	0.00
Total Requirements	**4,708,261**	**4,082,239**	**(626,022)**	**(13.30)**
Authorized Positions	25.40	24.00	(1.40)	(5.51)

Bureau Summary

Bureau Overview

The Mayor's Office is the central hub for all City business and affairs. The FY 2012-13 Adopted 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
- Portland Bureau of Emergency Management
- Portland Police Bureau

In addition, the Mayor has the following liaison responsibilities:

- Portland Neighborhood Business Associations
- Business Licenses Board of Appeals
- Design Commission
- Education Advocate
- Education Cabinet
- International Council on Local Environmental Initiatives
- Joint Policy Advisory Committee on Transportation
- League of Oregon Cities
- Metro Policy Advisory Committee
- Metro Solid Waste Advisory Committee
- Metropolitan Exposition and Recreation Commission
- Multnomah Youth Commission
- Office of Film & Video
- Office of Youth Violence Prevention
- Planning Commission
- Portland Mall Management Inc.
- Portland Multnomah Progress Board
- Portland Streetcar, Inc.
- Regional Arts & Culture Council
- Regional Emergency Management Group
- Royal Rosarians
- Small Business Advisory Council
- Sustainable Development Commission
- Visitors Development Fund

- Workforce Development Board

Summary of Budget Decisions

Reduction Packages

Reduce Police IA 0.4 FTE

This decision package eliminates the 0.4 FTE being funded by an interagency with the Police Bureau. The reduction amount of $39,065 will be returned to the Police bureau.

8% Reduction Packages

The required 8% reduction equates to $104,015. This reduction is achieved by eliminating a vacant Commissioner Administrative Support Specialist position and reducing funding for External Materials & Services.

Reduce IA with Bureau of Planning & Sustainability

This package reduces the interagency with Bureau of Planning & Sustainability by $58,027 for a position in the Mayor's Office.

OMF Interagency Adjustments

The package reflects a decrease of $14,910 in interagency costs resulting from decision packages in the Office of Management and Finance. An adjustment to the bureau's ongoing General Fund discretionary target was made to balance the decreased costs.

Non-Represented Merit Freeze

The package reflects a decrease of $36,628 in personnel services costs resulting from a freeze on merit increases in FY 2012-13 for non-represented employees.

Add Packages

Education Program

This package includes $450,750 in one-time General Fund discretionary to continue funding youth initiatives that drive the city towards greater equity and economic stability. It provides funding for three components:

- Youth Engagement to continue youth leadership and community transformation through the Multnomah Youth Commission
- Education Strategy Support to provide general support for College Access Campaign and Education Summit
- Summer Youth Connect to continue funding interventions that prevent drop outs by connecting youth to career pathways

Cradle-to-Career

This add package provides $235,000 in one-time General Fund discretionary to continue support for the regional effort to address educational challenges and disparities in Portland schools.

Office of Youth Violence Prevention

This package includes $143,343 in ongoing General Fund discretionary to continue support for ten gang violence outreach workers in the Office of Youth Violence Prevention.

Office of the Mayor

Elected Officials Service Area

Summary of Bureau Budget

	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
Resources					
External Revenues					
Intergovernmental	108,902	120,187	125,054	122,554	122,554
Miscellaneous	24,764	45,757	3,000	0	0
Total External Revenues	**133,666**	**165,944**	**128,054**	**122,554**	**122,554**
Internal Revenues					
General Fund Discretionary	1,349,556	1,199,706	2,662,110	1,973,724	1,973,724
General Fund Overhead	968,548	994,610	1,174,272	1,380,418	1,380,418
Interagency Revenue	519,544	722,071	743,825	605,543	605,543
Total Internal Revenues	**2,837,648**	**2,916,387**	**4,580,207**	**3,959,685**	**3,959,685**
Beginning Fund Balance	0	0	0	0	0
Total Resources	**$2,971,314**	**$3,082,331**	**$4,708,261**	**$4,082,239**	**$4,082,239**
Requirements					
Bureau Expenditures					
Personnel Services	2,055,958	2,190,711	2,296,829	2,247,971	2,247,971
External Materials and Services	537,987	478,119	2,026,713	1,491,083	1,491,083
Internal Materials and Services	377,369	413,501	384,719	343,185	343,185
Total Bureau Expenditures	**2,971,314**	**3,082,331**	**4,708,261**	**4,082,239**	**4,082,239**
Fund Expenditures					
Total Fund Expenditures	**0**	**0**	**0**	**0**	**0**
Ending Fund Balance	0	0	0	0	0
Total Requirements	**$2,971,314**	**$3,082,331**	**$4,708,261**	**$4,082,239**	**$4,082,239**
Programs					
Administration & Support	0	16	0	0	0
Community and Neighborhood Involvement Center	0	352	0	0	0
Mayor's Office	2,969,968	2,676,597	4,043,489	3,298,525	3,298,525
Mayor's Office - Public Safety	1,346	405,366	664,772	783,714	783,714
Total Programs	**2,971,314**	**$3,082,331**	**$4,708,261**	**$4,082,239**	**$4,082,239**

Class	Title	Salary Range Minimum	Salary Range Maximum	Revised FY 2011-12 No.	Revised FY 2011-12 Amount	Proposed FY 2012-13 No.	Proposed FY 2012-13 Amount	Adopted FY 2012-13 No.	Adopted FY 2012-13 Amount
30000004	Commissioner's Admin Support Specialist	36,483	56,160	3.00	147,182	2.00	102,452	2.00	102,452
30000005	Commissioner's Staff Rep	46,322	84,656	19.00	1,132,840	18.60	1,134,709	18.60	1,134,709
30000001	Mayor	122,907	122,907	1.00	122,904	1.00	122,904	1.00	122,904
30000008	Mayor's Chief of Staff	89,648	112,029	1.00	102,906	1.00	107,124	1.00	107,124
30000007	Mayor's Deputy Chief of Staff	74,443	93,038	1.00	85,482	1.00	88,986	1.00	88,986
TOTAL FULL-TIME POSITIONS				25.00	1,591,314	23.60	1,556,175	23.60	1,556,175
30000005	Commissioner's Staff Rep	46,322	84,656	0.40	32,004	0.40	32,004	0.40	32,004
TOTAL PART-TIME POSITIONS				0.40	32,004	0.40	32,004	0.40	32,004
TOTAL LIMITED TERM POSITIONS				0.00	0	0.00	0	0.00	0
GRAND TOTAL				25.40	1,623,318	24.00	1,588,179	24.00	1,588,179

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

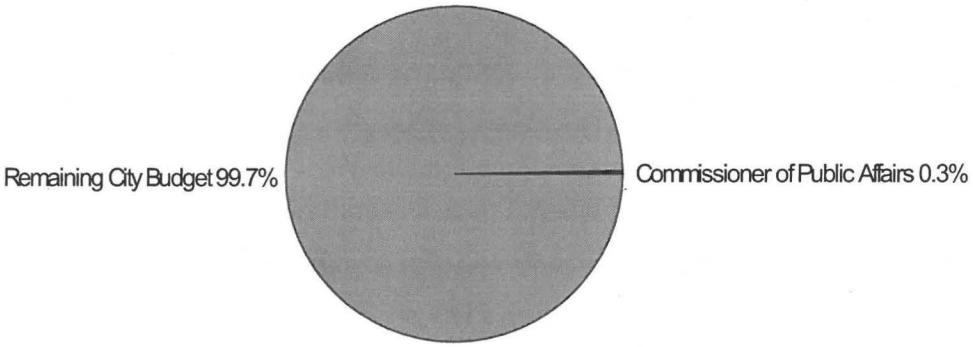
Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2012-13	3,505,791	0	3,505,791	25.40	FY 2012-13 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	(104,015)	0	(104,015)	(1.40)	Mandatory reductions
	(14,910)	0	(14,910)	0.00	OMF interagency adjustments
	0	(36,628)	(36,628)	0.00	Non-represented merit freeze
	0	450,750	450,750	0.00	Education program
	0	235,000	235,000	0.00	Cradle-to-Career
	143,343	0	143,343	0.00	Office of Youth Violence Prevention
	(39,065)	0	(39,065)	0.00	Reduce IA with Police
	(58,027)	0	(58,027)	0.00	Reduce IA with Planning & Sustainability
Approved Budget Additions and Reductions					
	0	0	0	0.00	None
Adopted Budget Additions and Reductions					
	0	0	0	0.00	None
	(72,674)	**649,122**	**576,448**	**(1.40)**	**Total FY 2012-13 Decision Packages**
			4,082,239	**24.00**	**Total Adopted Budget**

Commissioner of Public Affairs

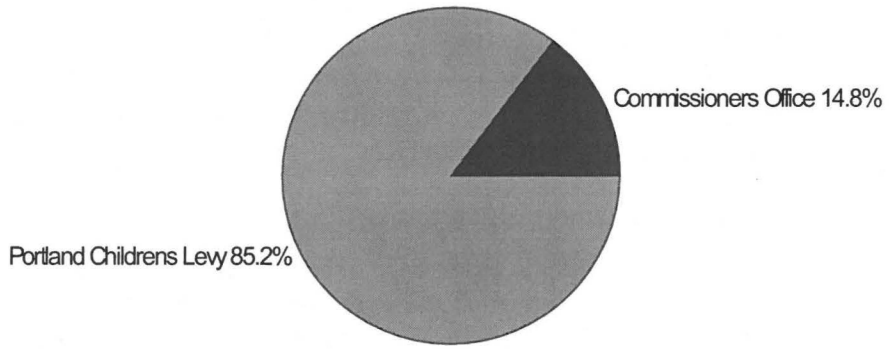
Elected Officials Service Area

Dan Saltzman, Commissioner-in-Charge

Percent of City Budget



Bureau Programs



Bureau Overview

Requirements	Revised FY 2011-12	Adopted FY 2012-13	Change from Prior Year	Percent Change
Operating	17,833,258	11,791,791	(6,041,467)	(33.88)
Capital	0	0	0	0.00
Total Requirements	**17,833,258**	**11,791,791**	**(6,041,467)**	**(33.88)**
Authorized Positions	14.55	14.10	(0.45)	(3.09)

Bureau Summary

Overview

The Office of the Commissioner of Public Affairs is charged with legislative and administrative responsibilities in accordance with the provisions of the Portland City Charter. The Commissioner is one of five nonpartisan City Council members and participates in the enactment and enforcement of City laws and policies that promote a viable, livable, and sustainable city. The Commissioner also provides leadership and management oversight for a portfolio of City bureaus and liaison responsibilities. The financial tables in this document include financial information on the Children's Levy Fund.

Bureau Assignments

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

- Bureau of Development Services
- Bureau of Environmental Services
- Bureau of Fire & Police Disability & Retirement

In addition, the commissioner has the following liaison responsibilities:

- Portland Children's Levy
- Travel Portland
- Gateway Center for domestic violence services

Summary of Budget Decisions

6% Mandatory Reduction

The 6% reduction equates to $60,512. This reduction is achieved by partially reducing a Commissioner Administrative Specialist position and reducing funding for External Materials & Services.

OMF Interagency Adjustments

This package reflects a decrease of $6,325 in interagency costs resulting from decision packages in the Office of Management & Finance. An adjustment to the Bureau's ongoing discretionary target was made to balance the decreased costs.

Non-Represented Merit Freeze

This package reflects a decrease of $5,176 in personnel services costs resulting from a freeze on merit increases in FY 2012-13 for non-represented employees making more than $45,000 per year.

Portland Children's Levy

Description

The purpose of the Portland Children's Levy is to help children arrive at school ready to learn, to provide safe and constructive after-school alternatives for kids, to prevent child abuse and neglect, and to help children in foster care to succeed.

Goals

The Portland Children's Levy contracts with nonprofit providers and other governments to provide services to children throughout Portland. Funding comes from the proceeds of a second five-year property tax levy approved by voters in 2008 and is estimated to provide $9.8 million in FY 2012-13. The Levy is likely to have a fund balance of $220,000 at July 1, 2012. Programs are in five categories, as provided in the ballot measure language:

- Early Childhood
- Child Abuse Prevention and Intervention
- After-School
- Mentoring
- Foster Care

Performance

Programs must demonstrate that they are cost effective and have a proven record of success to be eligible for consideration for funding. An allocation committee awards grants through a competitive process. The allocation committee consists of a City of Portland Commissioner, a Multnomah County Commissioner, a member of the Portland Business Alliance, and one member appointed by the City, County, and Portland Business Alliance, respectively. Under provisions of the levy, the fund's administrative expenses, including staff costs, cannot exceed 5% of total revenue. The fund is audited annually to ensure this requirement is met.

In 2009, the fund awarded $37.9 million in 71 potentially renewable grants to nonprofit service providers to be spent over 3 fiscal years beginning July 1, 2009. In 2009, the Allocation Committee voted to set aside $3 million toward the creation of a leverage fund. In June 2010, the Allocation Committee approved 9 leverage fund investments totaling $2.5 million. In October 2010, the Allocation Committee approved one more leverage fund investment of $100,000. In FY 2011-12, the Allocation Committee approved six more leverage fund investments totaling $150,000.

In November 2011, revenue estimates for the fund for FY 2011-12 were revised downward by $1.4 million. In response to lower revenue estimates, carryover of unspent grant funds from FY 2010-11 were disallowed and FY 2011-12 grant budgets were reduced by 4.5%.

The Children's Levy Allocation Committee is considering renewal of current grants for FY 2012-13. Decisions on renewals will be made in the spring of 2012.

Changes to Services and Activities

There are no significant changes to the program in FY 2012-13.

Commissioner of Public Affairs

Elected Officials Service Area

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	4.50	3.80	3.55	3.55	3.55
Expenditures					
Administration & Support	10,392,139	15,398,920	621,506	(4,826,343)	594,481
Investing in Children	3,063,238	(4,997)	14,766,283	14,766,283	9,345,459
Portland Children's Levy	2,673	1,556	(659,295)	86,550	86,550
Total Expenditures	**13,458,050**	**15,395,479**	**14,728,494**	**10,026,490**	**10,026,490**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Effectiveness					
Number of children served	15,500	13,000	13,000	9,400	9,400
Efficiency					
Administrative cost as percent of cumulative tax revenue	4.5%	4.8%	5.0%	5.0%	5.0%
Workload					
Number of administrative cost audits	1	1	1	1	1
Number of grant contracts managed	73	78	85	62	62

Commissioner's Office

Description

The Office of the Commissioner of Public Affairs supports and assists in the management of initiatives and priorities set forth by the commissioner. The program also contains the budget and staff for the Gateway Center for Domestic Violence Services.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	11.00	11.00	11.00	10.55	10.55
Expenditures					
Commissioner's Office	1,783,517	1,200,561	957,017	937,112	937,112
Domestic Violence	0	530,466	1,743,806	799,317	799,317
Total Expenditures	**1,783,517**	**1,731,027**	**2,700,823**	**1,736,429**	**1,736,429**

	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
Resources					
External Revenues					
Taxes	13,639,743	12,852,484	10,828,297	9,834,626	9,834,626
Intergovernmental	0	28,500	263,250	204,000	204,000
Miscellaneous	119,053	76,900	36,000	0	0
Total External Revenues	**13,758,795**	**12,957,884**	**11,127,547**	**10,038,626**	**10,038,626**
Internal Revenues					
General Fund Discretionary	1,103,027	526,085	1,927,513	936,522	936,522
General Fund Overhead	680,818	1,184,741	510,060	595,907	595,907
Fund Transfers - Revenue	0	0	5,683	0	1,287
Total Internal Revenues	**1,783,845**	**1,710,826**	**2,443,256**	**1,532,429**	**1,533,716**
Beginning Fund Balance	6,451,195	6,726,950	4,262,455	219,449	219,449
Total Resources	**$21,993,835**	**$21,395,660**	**$17,833,258**	**$11,790,504**	**$11,791,791**
Requirements					
Bureau Expenditures					
Personnel Services	1,361,489	1,340,074	1,505,034	1,505,986	1,505,986
External Materials and Services	13,611,090	15,629,067	15,654,804	10,067,773	10,067,773
Internal Materials and Services	269,307	185,865	269,479	189,160	189,160
Total Bureau Expenditures	**15,241,885**	**17,155,006**	**17,429,317**	**11,762,919**	**11,762,919**
Fund Expenditures					
Contingency	0	0	378,941	2,585	3,872
Fund Transfers - Expense	25,000	25,000	25,000	25,000	25,000
Total Fund Expenditures	**25,000**	**25,000**	**403,941**	**27,585**	**28,872**
Ending Fund Balance	6,726,950	4,215,654	0	0	0
Total Requirements	**$21,993,835**	**$21,395,660**	**$17,833,258**	**$11,790,504**	**$11,791,791**
Programs					
Commissioner's Office	1,783,517	1,731,027	2,700,823	1,736,429	1,736,429
Mayor's Office - Public Safety	317	28,500	0	0	0
Portland Children's Levy	13,458,050	15,395,479	14,728,494	10,026,490	10,026,490
Total Programs	**15,241,885**	**$17,155,006**	**$17,429,317**	**$11,762,919**	**$11,762,919**

Class	Title	Salary Range Minimum	Salary Range Maximum	Revised FY 2011-12 No.	Revised FY 2011-12 Amount	Proposed FY 2012-13 No.	Proposed FY 2012-13 Amount	Adopted FY 2012-13 No.	Adopted FY 2012-13 Amount
30000002	Commissioner	103,522	103,522	1.00	103,524	1.00	103,524	1.00	103,524
30000004	Commissioner's Admin Support Specialist	36,483	56,160	4.00	178,044	3.55	166,436	3.55	166,436
30000006	Commissioner's Chief of Staff	78,666	104,562	1.00	100,747	1.00	104,523	1.00	104,523
30000005	Commissioner's Staff Rep	46,322	84,656	5.00	339,672	5.00	353,605	5.00	353,605
TOTAL FULL-TIME POSITIONS				11.00	721,987	10.55	728,088	10.55	728,088
30000010	Children's Levy Commissioner's Staff Rep	75,109	100,048	3.55	305,516	3.55	309,860	3.55	309,860
TOTAL PART-TIME POSITIONS				3.55	305,516	3.55	309,860	3.55	309,860
TOTAL LIMITED TERM POSITIONS				0.00	0	0.00	0	0.00	0
GRAND TOTAL				14.55	1,027,503	14.10	1,037,948	14.10	1,037,948

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

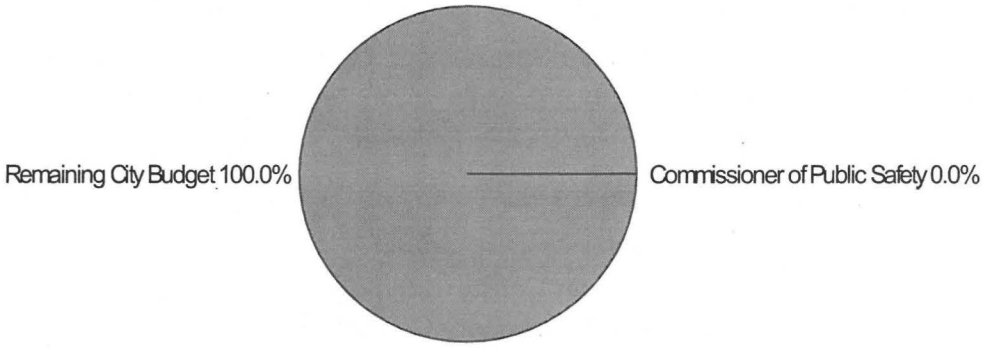
Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2012-13	11,630,932	0	11,630,932	14.55	FY 2012-13 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	(60,512)	0	(60,512)	(0.45)	Mandatory reductions
	(6,325)	0	(6,325)	0.00	OMF interagency adjustments
	0	(5,176)	(5,176)	0.00	Non-represented merit freeze
	0	204,000	204,000	0.00	Department of Justice grant
Approved Budget Additions and Reductions					
	0	0	0	0.00	None
Adopted Budget Additions and Reductions					
	0	0	0	0.00	None
	(66,837)	**198,824**	**131,987**	**(0.45)**	**Total FY 2012-13 Decision Packages**
			11,762,919	**14.10**	**Total Adopted Budget**

Commissioner of Public Safety

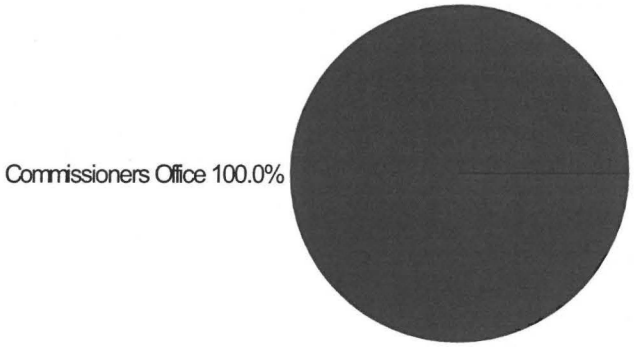
Elected Officials Service Area

Randy Leonard, Commissioner-in-Charge

Percent of City Budget



Bureau Programs



Bureau Overview

Requirements	Revised FY 2011-12	Adopted FY 2012-13	Change from Prior Year	Percent Change
Operating	777,571	762,092	(15,479)	(1.99)
Capital	0	0	0	0.00
Total Requirements	**777,571**	**762,092**	**(15,479)**	**(1.99)**
Authorized Positions	6.00	6.00	-0.00	-0.00

Bureau Summary

Overview

The Commissioner of Public Safety is charged with legislative and administrative responsibilities in accordance with the provisions of the City of Portland Charter. The commissioner is one of five nonpartisan City Council members 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:

- Portland Water Bureau
- Portland Fire & Rescue
- Bureau of Hydroelectric Power

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
- Public Safety Systems Revitalization Project

Summary of Budget Decisions

Reduction Packages

6% Reduction Package

The required reduction equates to $18,574. The reduction is achieved by capturing personnel services savings in the commissioner's office.

OMF Interagency Adjustments

The package reflects a decrease of $4,419 in interagency costs resulting from decision packages in the Office of Management & Finance. An adjustment to the bureau's ongoing General Fund discretionary target was made to balance the decreased costs.

Non-Represented Merit Freeze

The package reflects a decrease of $9,541 in personnel services costs resulting from a freeze on merit increase in FY 2012-13 for non-represented employees making more than $45,000 per year.

	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
Resources					
External Revenues					
Total External Revenues	**0**	**0**	**0**	**0**	**0**
Internal Revenues					
General Fund Discretionary	289,455	293,637	327,198	277,040	277,040
General Fund Overhead	433,497	431,773	450,373	485,052	485,052
Total Internal Revenues	**722,952**	**725,410**	**777,571**	**762,092**	**762,092**
Beginning Fund Balance	0	0	0	0	0
Total Resources	**$722,952**	**$725,410**	**$777,571**	**$762,092**	**$762,092**
Requirements					
Bureau Expenditures					
Personnel Services	582,081	613,701	653,431	642,384	642,384
External Materials and Services	22,970	3,963	9,331	9,347	9,347
Internal Materials and Services	117,901	107,746	114,809	110,361	110,361
Total Bureau Expenditures	**722,952**	**725,410**	**777,571**	**762,092**	**762,092**
Fund Expenditures					
Total Fund Expenditures	**0**	**0**	**0**	**0**	**0**
Ending Fund Balance	0	0	0	0	0
Total Requirements	**$722,952**	**$725,410**	**$777,571**	**$762,092**	**$762,092**
Programs					
Commissioner's Office	722,952	725,410	777,571	762,092	762,092
Total Programs	**722,952**	**$725,410**	**$777,571**	**$762,092**	**$762,092**

Class	Title	Salary Range Minimum	Salary Range Maximum	Revised FY 2011-12 No.	Revised FY 2011-12 Amount	Proposed FY 2012-13 No.	Proposed FY 2012-13 Amount	Adopted FY 2012-13 No.	Adopted FY 2012-13 Amount
30000002	Commissioner	103,522	103,522	1.00	103,524	1.00	103,524	1.00	103,524
30000006	Commissioner's Chief of Staff	78,666	104,562	1.00	104,556	1.00	104,556	1.00	104,556
30000005	Commissioner's Staff Rep	46,322	84,656	4.00	261,292	3.75	259,408	4.00	246,160
TOTAL FULL-TIME POSITIONS				6.00	469,372	5.75	467,488	6.00	454,240
TOTAL PART-TIME POSITIONS				0.00	0	0.00	0	0.00	0
TOTAL LIMITED TERM POSITIONS				0.00	0	0.00	0	0.00	0
GRAND TOTAL				6.00	469,372	5.75	467,488	6.00	454,240

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

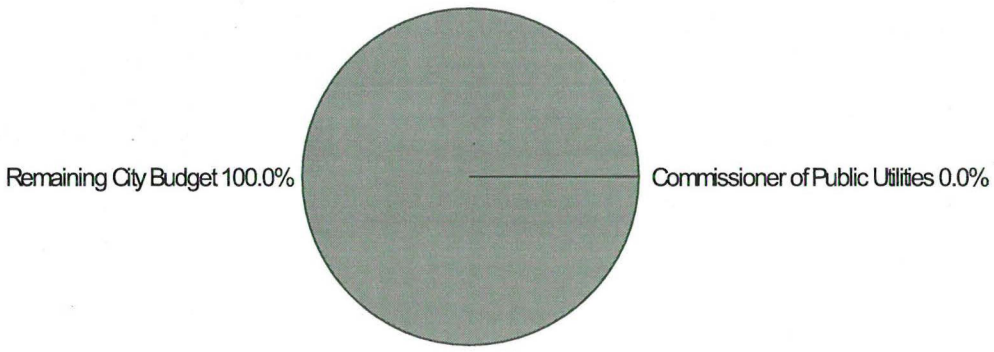
Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2012-13	794,626	0	794,626	6.00	FY 2012-13 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	(18,574)	0	(18,574)	(0.25)	Mandatory reductions
	(4,419)	0	(4,419)	0.00	OMF interagency adjustments
	0	(9,541)	(9,541)	0.00	Non-represented merit freeze
Approved Budget Additions and Reductions					
	0	0	0	0.00	None
Adopted Budget Additions and Reductions					
	0	0	0	0.25	Restore position funded by existing budget.
	(22,993)	**(9,541)**	**(32,534)**	**0.00**	**Total FY 2012-13 Decision Packages**
			762,092	**6.00**	**Total Adopted Budget**

Commissioner of Public Utilities

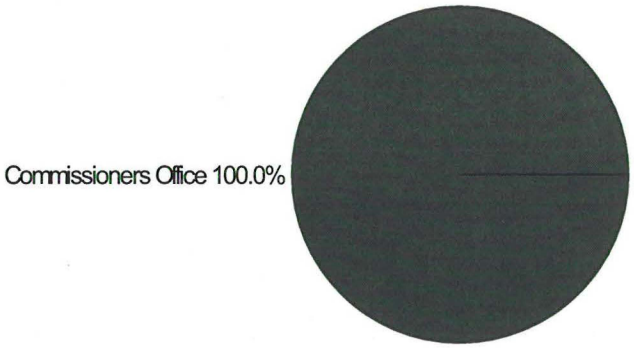
Elected Officials Service Area

Amanda Fritz, Commissioner-in-Charge

Percent of City Budget



Bureau Programs



Bureau Overview

Requirements	Revised FY 2011-12	Adopted FY 2012-13	Change from Prior Year	Percent Change
Operating	896,340	933,925	37,585	4.19
Capital	0	0	0	0.00
Total Requirements	**896,340**	**933,925**	**37,585**	**4.19**
Authorized Positions	8.40	8.00	(0.40)	(4.76)

Bureau Summary

Bureau Overview

The Commissioner is one of five nonpartisan City Council members and participates in the enactment and enforcement of City laws and policies that promote a livable and sustainable city. The Commissioner also provides leadership and management oversight for a portfolio of City bureaus.

The priorities of Commissioner Fritz, the Commissioner of Public Utilities, are providing basic services in every neighborhood, expanding living-wage jobs, and promoting community through neighborhood engagement, schools, and parks.

- Commissioner Fritz is focused on ensuring Portland has 95 safe, livable neighborhoods with basic urban services. She works to provide stable and sufficient funding for emergency services, safe streets, crime prevention, reliable utilities, and livable and adequate neighborhoods. The Commissioner believes protection of human rights, services for people with disabilities, and community engagement to be basic services.
- Commissioner Fritz is helping to manage the coordination of City improvements and development associated with the Willamette and Columbia Rivers. The Commissioner is working to implement clean-up of and facilitate recreational access on the Willamette River. Plans are developed to achieve measurable improvements in the natural, built, and economic environments related to the rivers in the City.
- Commissioner Fritz is committed to continuing her leadership in community engagement; customer service; and helping citizens, staff, and elected officials work together to achieve equity in access to services and jobs, and equitable outcomes in fees and rates that affect Portlanders.
- Commissioner Fritz works with multiple partners across bureaus, portfolios, agencies, and the metro region to improve coordination of planning, funding, and implementation on a wide range of local and regional challenges.

Bureau Assignments

Commissioner Fritz is responsible for the following bureaus:

- Bureau of Emergency Communications (BOEC)
- Office of Healthy Working Rivers
- Office of Equity and Human Rights
- Office of Neighborhood Involvement

In addition, Commissioner Fritz has the following liaison responsibilities for the City:

- BOEC Users Group - BOEC Finance Committee
- Portland Commission on Disability
- Portland Harbor Superfund
- Employee Wellness Program
- Human Rights Commission
- New Portlander Advisory Council
- Safer PDX Steering Committee (Bazelon Project)
- Metro Policy Advisory Committee - with Mayor Adams

- Public Involvement Advisory Committee (PIAC)
- Sharing Public Sidewalks Advisory Committee
- Visitor Development Fund Board-with Commissioner Saltzman

Summary of Budget Decisions

Reduction Packages

6% Reduction Packages

The required 6% reduction equates to $19,179. The reduction is achieved by reducing a vacant Commissioner Staff Representative position.

OMF Interagency Adjustments

The package reflects a decrease of $5,315 in interagency costs resulting from decision packages in the Office of Management & Finance. An adjustment to the bureau's ongoing General Fund discretionary target was made to balance the decreased costs.

Non-Represented Merit Freeze

The package reflects a decrease of $11,918 in personnel services costs resulting from a freeze on merit increases in FY 2012-13 for non-represented employees making more than $45,000 per year.

Add Packages

Establish Interagency with BOEC

This package establishes a $50,000 interagency with the Bureau of Emergency Communication.

	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
Resources					
External Revenues					
Intergovernmental	2,500	0	0	0	0
Total External Revenues	**2,500**	**0**	**0**	**0**	**0**
Internal Revenues					
General Fund Discretionary	286,641	298,359	335,644	283,243	283,243
General Fund Overhead	445,903	446,348	467,060	500,800	500,800
Interagency Revenue	74,238	82,492	93,636	149,882	149,882
Total Internal Revenues	**806,782**	**827,199**	**896,340**	**933,925**	**933,925**
Beginning Fund Balance	0	0	0	0	0
Total Resources	**$809,282**	**$827,199**	**$896,340**	**$933,925**	**$933,925**
Requirements					
Bureau Expenditures					
Personnel Services	664,172	686,550	752,300	747,510	747,510
External Materials and Services	8,207	10,996	12,881	62,149	62,149
Internal Materials and Services	136,903	129,653	131,159	124,266	124,266
Total Bureau Expenditures	**809,282**	**827,199**	**896,340**	**933,925**	**933,925**
Fund Expenditures					
Total Fund Expenditures	**0**	**0**	**0**	**0**	**0**
Ending Fund Balance	0	0	0	0	0
Total Requirements	**$809,282**	**$827,199**	**$896,340**	**$933,925**	**$933,925**
Programs					
Commissioner's Office	809,282	826,847	896,340	933,925	933,925
Community and Neighborhood Involvement Center	0	352	0	0	0
Total Programs	**809,282**	**$827,199**	**$896,340**	**$933,925**	**$933,925**

Class	Title	Salary Range Minimum	Salary Range Maximum	Revised FY 2011-12 No.	Revised FY 2011-12 Amount	Proposed FY 2012-13 No.	Proposed FY 2012-13 Amount	Adopted FY 2012-13 No.	Adopted FY 2012-13 Amount
30000002	Commissioner	103,522	103,522	1.00	103,524	1.00	103,524	1.00	103,524
30000004	Commissioner's Admin Support Specialist	36,483	56,160	3.00	123,750	3.00	128,692	3.00	128,692
30000006	Commissioner's Chief of Staff	78,666	104,562	1.00	100,488	1.00	102,861	1.00	102,861
30000005	Commissioner's Staff Rep	46,322	84,656	3.00	205,188	2.60	203,870	2.60	203,870
TOTAL FULL-TIME POSITIONS				8.00	532,950	7.60	538,947	7.60	538,947
30000005	Commissioner's Staff Rep	46,322	84,656	0.40	19,236	0.40	19,236	0.40	19,236
TOTAL PART-TIME POSITIONS				0.40	19,236	0.40	19,236	0.40	19,236
TOTAL LIMITED TERM POSITIONS				0.00	0	0.00	0	0.00	0
GRAND TOTAL				8.40	552,186	8.00	558,183	8.00	558,183

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

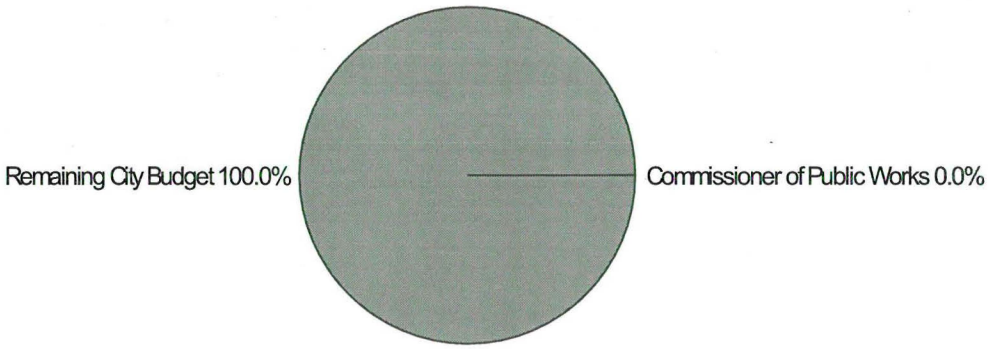
Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2012-13	922,113	0	922,113	8.40	FY 2012-13 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	(19,179)	0	(19,179)	(0.40)	Mandatory reductions
	(5,315)	0	(5,315)	0.00	OMF interagency adjustments
	0	(13,694)	(13,694)	0.00	Non-represented merit freeze
	50,000	0	50,000	0.00	Increase interagency with BOEC
Approved Budget Additions and Reductions					
	0	0	0	0.00	None
Adopted Budget Additions and Reductions					
	0	0	0	0.00	None
	25,506	**(13,694)**	**11,812**	**(0.40)**	**Total FY 2012-13 Decision Packages**
			933,925	**8.00**	**Total Adopted Budget**

Commissioner of Public Works

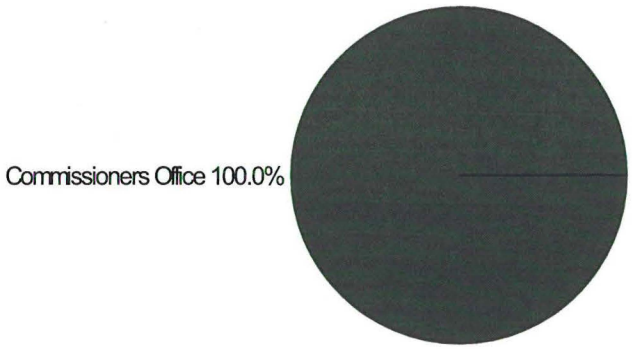
Elected Officials Service Area

Nick Fish, Commissioner-in-Charge

Percent of City Budget



Bureau Programs



Bureau Overview

Requirements	Revised FY 2011-12	Adopted FY 2012-13	Change from Prior Year	Percent Change
Operating	898,590	902,023	3,433	0.38
Capital	0	0	0	0.00
Total Requirements	**898,590**	**902,023**	**3,433**	**0.38**
Authorized Positions	9.00	8.60	(0.40)	(4.44)

Bureau Summary

Overview

The Commissioner of Public Works is charged with legislative and administrative responsibilities in accordance with the provisions of the Portland City Charter. The commissioner is one of five nonpartisan City Council members and participates in the enactment and enforcement of City laws and policies that promote a livable and sustainable city. The commissioner also provides leadership and management oversight for a portfolio of City bureaus.

Bureau Assignments

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

- Portland Housing Bureau
- Portland Parks and Recreation

In addition, the Commissioner has the following liaison responsibilities:

- Home Forward (formerly known as the Housing Authority of Portland)
- Elders in Action

Summary of Budget Decisions

Reduction Packages

6% Reduction Package

The required reduction equates to $19,651. This reduction is achieved by partially cutting a vacant Commissioner's Staff Representative position.

OMF Interagency Adjustments

The package reflects a decrease of $5,438 in interagency costs resulting from decision packages in the Office of Management & Finance. An adjustment to the bureau's ongoing General Fund discretionary target was made to balance the decreased costs.

Non-Represented Merit Freeze

The package reflects a decrease of $13,689 in personnel services costs resulting from a freeze on merit increases in FY 2012-13 for non-represented employees making more than $45,000 per year.

	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
Resources					
External Revenues					
Total External Revenues	**0**	**0**	**0**	**0**	**0**
Internal Revenues					
General Fund Discretionary	310,211	332,149	342,509	288,731	288,731
General Fund Overhead	466,836	460,043	480,081	513,292	513,292
Interagency Revenue	39,400	120,000	76,000	100,000	100,000
Total Internal Revenues	**816,447**	**912,192**	**898,590**	**902,023**	**902,023**
Beginning Fund Balance	0	0	0	0	0
Total Resources	**$816,447**	**$912,192**	**$898,590**	**$902,023**	**$902,023**
Requirements					
Bureau Expenditures					
Personnel Services	672,343	781,554	749,606	763,461	763,461
External Materials and Services	12,890	6,147	18,378	12,963	12,963
Internal Materials and Services	131,214	124,491	130,606	125,599	125,599
Total Bureau Expenditures	**816,447**	**912,192**	**898,590**	**902,023**	**902,023**
Fund Expenditures					
Total Fund Expenditures	**0**	**0**	**0**	**0**	**0**
Ending Fund Balance	0	0	0	0	0
Total Requirements	**$816,447**	**$912,192**	**$898,590**	**$902,023**	**$902,023**
Programs					
Commissioner's Office	811,619	912,192	898,590	902,023	902,023
Support	4,827	0	0	0	0
Total Programs	**816,447**	**$912,192**	**$898,590**	**$902,023**	**$902,023**

Class	Title	Salary Range Minimum	Salary Range Maximum	Revised FY 2011-12 No.	Revised FY 2011-12 Amount	Proposed FY 2012-13 No.	Proposed FY 2012-13 Amount	Adopted FY 2012-13 No.	Adopted FY 2012-13 Amount
30000002	Commissioner	103,522	103,522	1.00	103,524	1.00	103,524	1.00	103,524
30000006	Commissioner's Chief of Staff	78,666	104,562	1.00	100,044	1.00	102,780	1.00	102,780
30000005	Commissioner's Staff Rep	46,322	84,656	7.00	365,682	6.60	356,745	6.60	356,745
TOTAL FULL-TIME POSITIONS				9.00	569,250	8.60	563,049	8.60	563,049
TOTAL PART-TIME POSITIONS				0.00	0	0.00	0	0.00	0
TOTAL LIMITED TERM POSITIONS				0.00	0	0.00	0	0.00	0
GRAND TOTAL				9.00	569,250	8.60	563,049	8.60	563,049

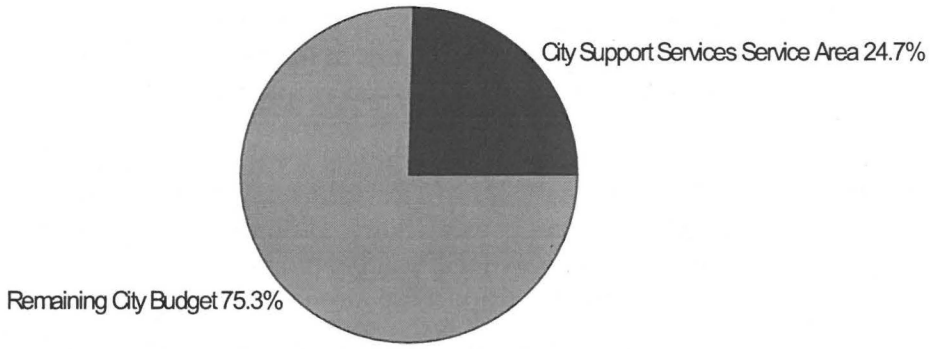
This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2012-13	940,801	0	940,801	9.00	FY 2012-13 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	(19,651)	0	(19,651)	(0.40)	Mandatory reductions
	(5,438)	0	(5,438)	0.00	OMF interagency adjustments
	0	(13,689)	(13,689)	0.00	Non-represented merit freeze
Approved Budget Additions and Reductions					
	0	0	0	0.00	None
Adopted Budget Additions and Reductions					
	0	0	0	0.00	None
	(25,089)	**(13,689)**	**(38,778)**	**(0.40)**	**Total FY 2012-13 Decision Packages**
			902,023	**8.60**	**Total Adopted Budget**

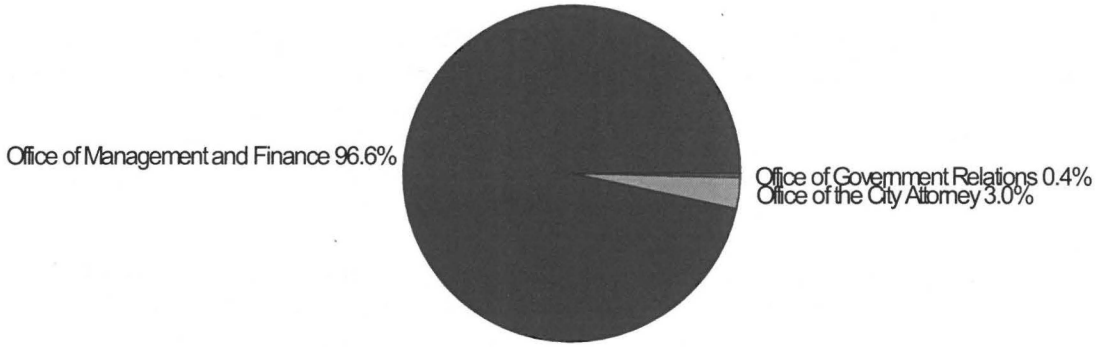
City Support Services Service Area

- Office of the City Attorney
- Office of Government Relations
- Office of Human Relations
- Office of Management and Finance

Percent of City Budget



Percent of Service Area Budget



Service Area Overview

Requirements	Revised FY 2011-12	Adopted FY 2012-13	Change from Prior Year	Percent Change
Operating	476,086,356	462,096,530	(13,989,826)	(2.94)
Capital	40,086,359	35,294,486	(4,791,873)	(11.95)
Total Requirements	**516,172,715**	**497,391,016**	**(18,781,699)**	**(3.64)**
Authorized Positions	742.00	724.05	(17.95)	(2.42)

Service Area Highlights

Descriptions

The City Support Services service area includes the City's internal support bureaus and all Special Appropriations. The internal support bureaus are the Office of the City Attorney, the Office of Government Relations, and the Office of Management and Finance (OMF).

Major Themes

Office of the City Attorney

The FY 2012-13 Adopted Budget for the City Attorney's Office is $9.5 million, just $8,626 less then the FY 2011-12 Revised Budget. The budget includes net reductions from 6% cut package, savings in interagency agreements with OMF, and a merit pay freeze for non-represented employees making over $45,000 annually.

Office of Management and Finance

The FY 2012-13 Adopted Budget for the OMF totals $486.5 million, a decrease of 3.7% from the FY 2011-12 Revised Budget. Significant budgetary actions include 8% mandatory budget reductions, continue funding for the ADA compliance assessment of City facilities, positions in procurement for the Minority Evaluator program and to support the local and federal stimulus programs.

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.

Special Appropriations in the FY 2012-13 Adopted Budget total $19.9 million, including $4.2 million for Compensation Set-aside. Other major items include $6.6 million to support Portland Public School, $4.0 million for the Regional Arts and Culture Council, $1.0 million for Downtown Services to keep downtown Portland safe and attractive, $615,013 for the Crisis Assessment & Treatment Center, and $480,000 for the Future Connect Scholarship.

Office of Government Relations

The FY 2012-13 Adopted Budget for the Office of Government Relations is $1.4 million, an increase of $31,543 from the FY 2011-12 Revised Budget. The budget includes net reductions from savings in interagency agreements with OMF and a merit pay freeze for non-represented employees making over $45,000 annually. The office received one-time General Fund resources of $91,432 for a limited term federal assistant position.

Office of Human Relations

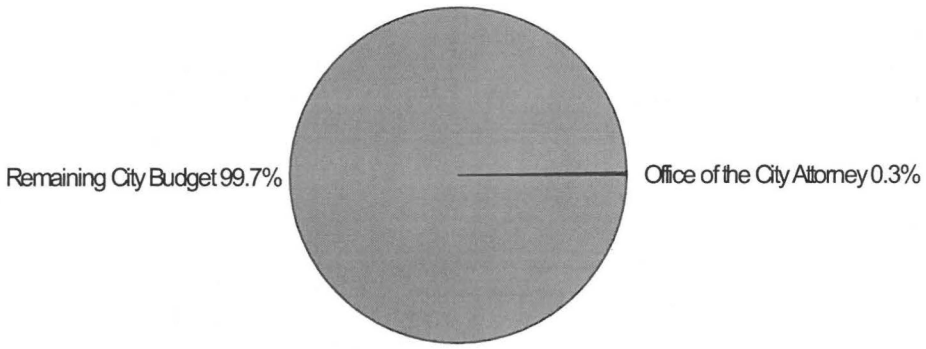
The Office of Human Relations was abolished in FY 2011-12. The ongoing funding which had supported the office was reallocated to fund the Office of Equity and Human Rights, an office which was newly established in FY 2011-12.

Office of the City Attorney

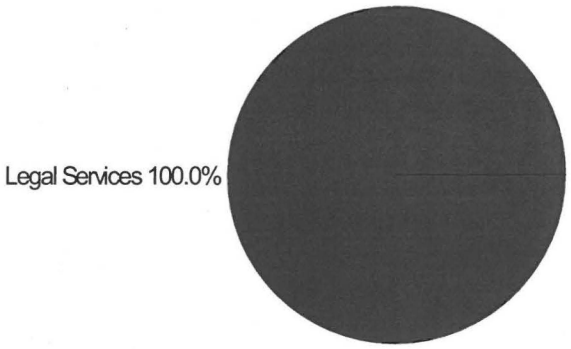
City Support Services Service Area

Mayor Sam Adams, Commissioner-in-Charge
Jim Van Dyke, City Attorney

Percent of City Budget

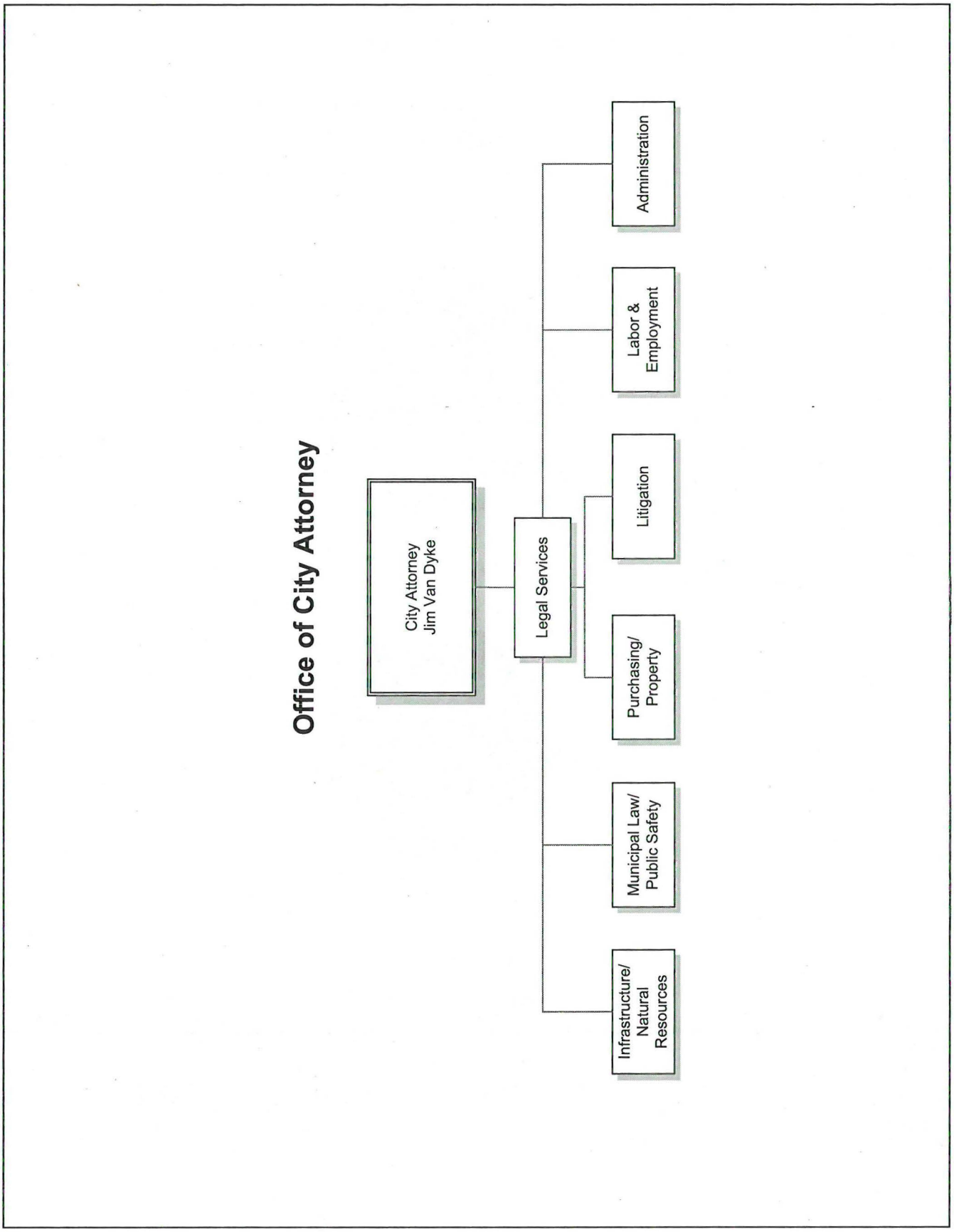


Bureau Programs



Bureau Overview

Requirements	Revised FY 2011-12	Adopted FY 2012-13	Change from Prior Year	Percent Change
Operating	9,542,419	9,533,793	(8,626)	(0.09)
Capital	0	0	0	0.00
Total Requirements	**9,542,419**	**9,533,793**	**(8,626)**	**(0.09)**
Authorized Positions	58.25	58.25	-0.00	-0.00


Office of City Attorney
City Attorney
Jim Van Dyke
Legal Services
Administration
Labor &
Employment
Litigation
Purchasing/
Property
Municipal Law/
Public Safety
Infrastructure/
Natural
Resources

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 provides legal services and programs for the City of Portland. Attorneys and paralegals work with City Council members and their staff 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. Additional 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 about 54% of the total operating budget of the City Attorney's Office. The remainder of the budget is supported by General Fund discretionary revenue (17%) and General Fund overhead recovery revenue (29%). Over 84% of the City Attorney's costs are for personnel services. The Adopted Budget includes 58.25 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.

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 a reasonable timetable for response. Over 80% of clients rated initial response time as positive or very positive in the 2010 Customer Service Survey. However, the office would like to continue improvement in this area.

The office is in its third year of the reorganization into practice groups. This has assisted attorneys in giving timely responses by providing additional support through information sharing and cross training. Practice groups will work to develop ways to improve timeliness, including providing additional feedback to clients and requesting feedback from clients as well.

Provide consistent legal advice throughout bureaus and council offices

The purpose of 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 to discuss legal issues and projects generated by City bureaus. This provides additional resources and better consistency for the City. In addition, the office implemented a new practice management software system to provide information resources that are accessible to all office staff. As the system usage progresses, information will be more easily and quickly accessible to attorneys and staff and will facilitate consistent responses to inquiries. Progress will be measured externally through the customer service survey, and internally from employee responses.

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 office plans to increase trainings in ethics, public records and meetings, employment, construction, and tort liability. The office's website contains a link for City employees to access training materials and will continue to increase the use of technology and easily accessible media to provide training to bureaus and council offices on matters of general government.

Summary of Budget Decisions

Reductions

4% Reduction

The City Attorney's Office identified an ongoing 4% reduction to General Fund discretionary revenue. The office will reduce external materials and services in the amount of $72,167, including reductions in travel, education, office supplies, and miscellaneous expenses.

6% Reduction

The City Attorney's Office identified an additional 2% ongoing reduction in the amount of $36,084 for a total 6% reduction of $108,251. The office will reduce external materials and services in the amount of $36,084 including legal publications and miscellaneous services. Reducing external services will require legal staff to perform non-legal work which reduces efficiency.

OMF Interagency Adjustments

This decrease of $34,468 in interagency costs result from decision packages in the Office of Management and Finance. An adjustment to the bureau's ongoing General Fund discretionary target was made to balance the decreased costs.

Non-Represented Merit Freeze

This decrease of $58,697 in personnel services costs result from a freeze on merit increases in FY 2012-13 for non-represented employees making more than $45,000 per year.

Legal Services

Description

Legal Services is the sole budget program in the City Attorney's Office. All personnel provide legal work directly to the City Council and City bureau staff. The Legal Services program allows the City Attorney's Office to represent the City in court litigation, administrative proceedings, appeals, and other judicial processes. This program also provides advice, consultation, and research on issues and questions regarding municipal operations and programs, contract negotiations, and training.

Goals

The Legal Services program supports the City's goal of delivering efficient, effective, and accountable municipal services.

Performance

The cost for legal services in the City Attorney's Office remains significantly lower than outside legal services. The total number of cases in which the City Attorney's Office has represented the City remains high and the complexity of those cases continues to increase.

Changes to Services and Activities

There are no significant changes to the Legal Services program.

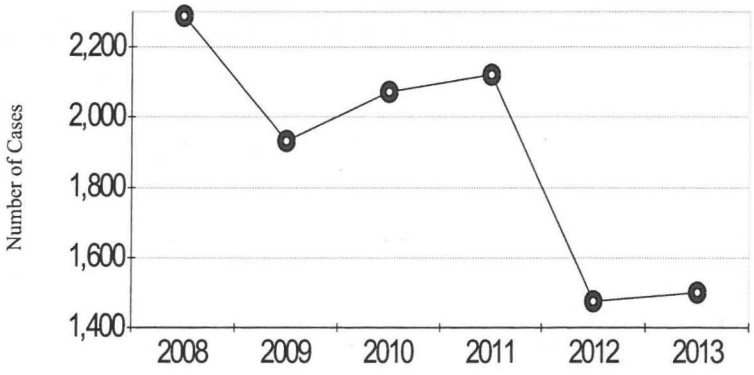
FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	60.50	59.60	58.25	58.25	58.25
Expenditures					
Legal Services	8,415,443	8,426,608	9,542,419	9,497,793	9,533,793
Total Expenditures	**8,415,443**	**8,426,608**	**9,542,419**	**9,497,793**	**9,533,793**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Efficiency					
Hourly Rate	$141	$144	$161	$162	$160
Workload					
Litigation Cases	2,072	2,121	1,475	1,500	1,500
Contracts Review and Approval	6,395	6,668	7,000	7,200	7,200
Training hours provided by City Attorney staff to other City staff	303	350	300	300	200

Performance Measures

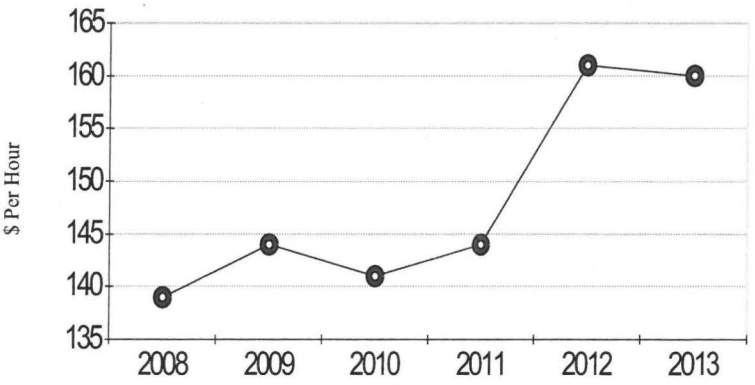
Litigation Cases Handled

Litigation cases handled include pending cases and new cases filed during the fiscal year. While there is fluctuation in total numbers of cases, the complexity of cases is consistently increasing.



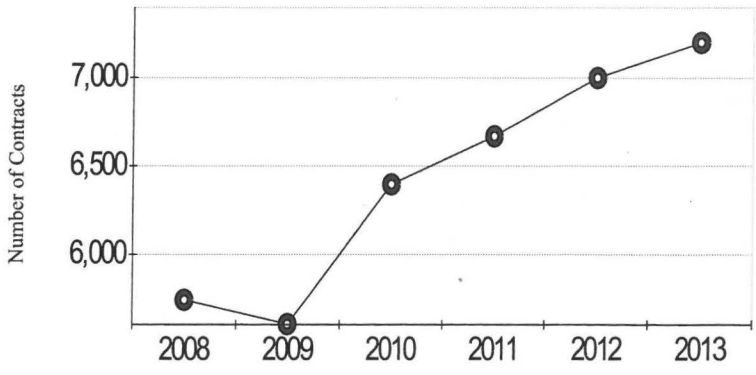
Hourly Rates

The fully loaded hourly rate includes expenses for staff and materials, and is significantly lower than outside counsel rates. For comparison, the average rate for Oregon attorneys according to the most recent Bar survey is $250-275 per hour. (Oregon State Bar 2008 Hourly Rates Survey)



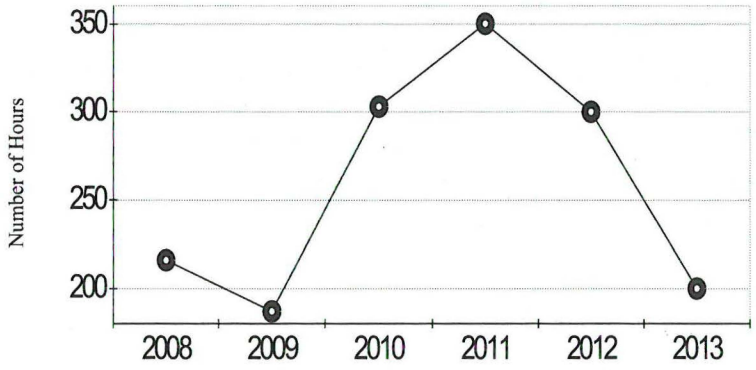
Contracts Reviewed and Approved

Contracts and agreements are reviewed for accuracy, completeness, and legal sufficiency.



Training Hours

City Attorney staff provide Citywide training to assure consistent and coordinated City services and to minimize risks.



	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
Resources					
External Revenues					
Charges for Services	2,109	2,377	0	0	0
Miscellaneous	151	0	0	0	0
Total External Revenues	**2,260**	**2,377**	**0**	**0**	**0**
Internal Revenues					
General Fund Discretionary	1,829,648	1,361,207	1,686,115	1,602,764	1,638,764
General Fund Overhead	2,209,030	2,539,320	2,806,711	2,823,060	2,823,060
Interagency Revenue	4,374,506	4,523,704	5,049,593	5,071,969	5,071,969
Total Internal Revenues	**8,413,184**	**8,424,231**	**9,542,419**	**9,497,793**	**9,533,793**
Beginning Fund Balance	0	0	0	0	0
Total Resources	**$8,415,443**	**$8,426,608**	**$9,542,419**	**$9,497,793**	**$9,533,793**
Requirements					
Bureau Expenditures					
Personnel Services	7,265,656	7,320,411	8,149,019	8,004,274	8,004,274
External Materials and Services	370,644	386,043	628,946	581,993	581,993
Internal Materials and Services	779,143	720,154	764,454	911,526	947,526
Total Bureau Expenditures	**8,415,443**	**8,426,608**	**9,542,419**	**9,497,793**	**9,533,793**
Fund Expenditures					
Total Fund Expenditures	**0**	**0**	**0**	**0**	**0**
Ending Fund Balance	0	0	0	0	0
Total Requirements	**$8,415,443**	**$8,426,608**	**$9,542,419**	**$9,497,793**	**$9,533,793**
Programs					
Legal Services	8,415,443	8,426,608	9,542,419	9,497,793	9,533,793
Total Programs	**8,415,443**	**$8,426,608**	**$9,542,419**	**$9,497,793**	**$9,533,793**

Class	Title	Salary Range Minimum	Salary Range Maximum	Revised FY 2011-12 No.	Revised FY 2011-12 Amount	Proposed FY 2012-13 No.	Proposed FY 2012-13 Amount	Adopted FY 2012-13 No.	Adopted FY 2012-13 Amount
30000597	Attorney, Chief Deputy City	102,648	146,952	4.80	705,360	4.80	705,360	4.80	705,360
30000418	Attorney, City	129,834	186,056	1.00	186,060	1.00	186,060	1.00	186,060
30000595	Attorney, Deputy City	86,840	117,686	15.55	1,675,445	15.55	1,714,614	15.55	1,714,614
30000596	Attorney, Sr Deputy City	93,288	130,291	11.70	1,500,663	11.70	1,515,939	11.70	1,515,939
30000440	Business Operations Supervisor	66,602	89,107	1.00	89,112	1.00	89,112	1.00	89,112
30000213	Inf Syst Analyst III-Generalist	63,378	84,635	1.00	84,636	1.00	84,636	1.00	84,636
30000600	Law Office Administrator	75,109	100,048	1.00	100,044	1.00	100,044	1.00	100,044
30000591	Legal Assistant	45,074	69,451	8.00	536,056	8.00	540,948	8.00	540,948
30000829	Legal Assistant Supervisor	60,341	80,475	1.00	79,716	1.00	80,472	1.00	80,472
30000592	Legal Assistant, Sr	54,725	72,925	1.00	65,628	1.00	68,092	1.00	68,092
30000012	Office Support Specialist II	31,512	43,950	2.00	87,912	2.00	87,912	2.00	87,912
30000593	Paralegal	54,725	72,925	4.00	249,796	4.00	256,836	4.00	256,836
30000830	Paralegal Supervisor	63,378	84,635	1.00	76,164	1.00	79,284	1.00	79,284
30000594	Paralegal, Sr	60,341	80,475	2.00	135,192	2.00	136,501	2.00	136,501
TOTAL FULL-TIME POSITIONS				55.05	5,571,784	55.05	5,645,810	55.05	5,645,810
30000595	Attorney, Deputy City	86,840	117,686	0.80	94,152	0.80	94,152	0.80	94,152
30000593	Paralegal	54,725	72,925	0.80	51,156	0.80	53,070	0.80	53,070
30000594	Paralegal, Sr	60,341	80,475	1.60	128,760	1.60	128,760	1.60	128,760
TOTAL PART-TIME POSITIONS				3.20	274,068	3.20	275,982	3.20	275,982
TOTAL LIMITED TERM POSITIONS				0.00	0	0.00	0	0.00	0
GRAND TOTAL				58.25	5,845,852	58.25	5,921,792	58.25	5,921,792

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

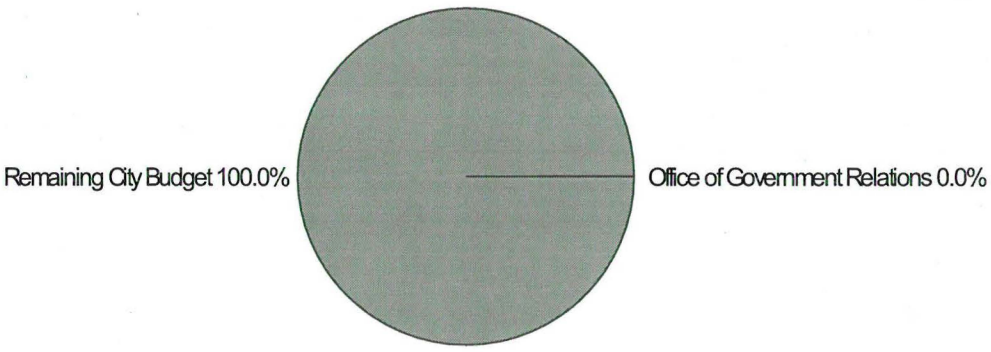
Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2012-13	9,699,209	0	9,699,209	58.25	FY 2012-13 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	(72,167)	0	(72,167)	0.00	4% reduction
	(36,084)	0	(36,084)	0.00	2% reduction to 6% total
	(34,468)	0	(34,468)	0.00	OMF interagency adjustments
	0	(58,697)	(58,697)	0.00	Non-represented merit freeze
Approved Budget Additions and Reductions					
	0	36,000	36,000	0.00	FY 2011-12 Carryover: Moving Expenses
Adopted Budget Additions and Reductions					
	0	0	0	0.00	None
	(142,719)	**(22,697)**	**(165,416)**	**0.00**	**Total FY 2012-13 Decision Packages**
			9,533,793	**58.25**	**Total Adopted Budget**

Office of Government Relations

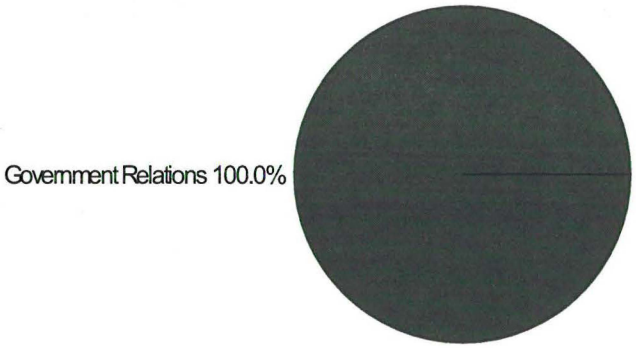
City Support Services Service Area

Mayor Sam Adams, Commissioner-in-Charge
Martha Pellegrino, Director

Percent of City Budget

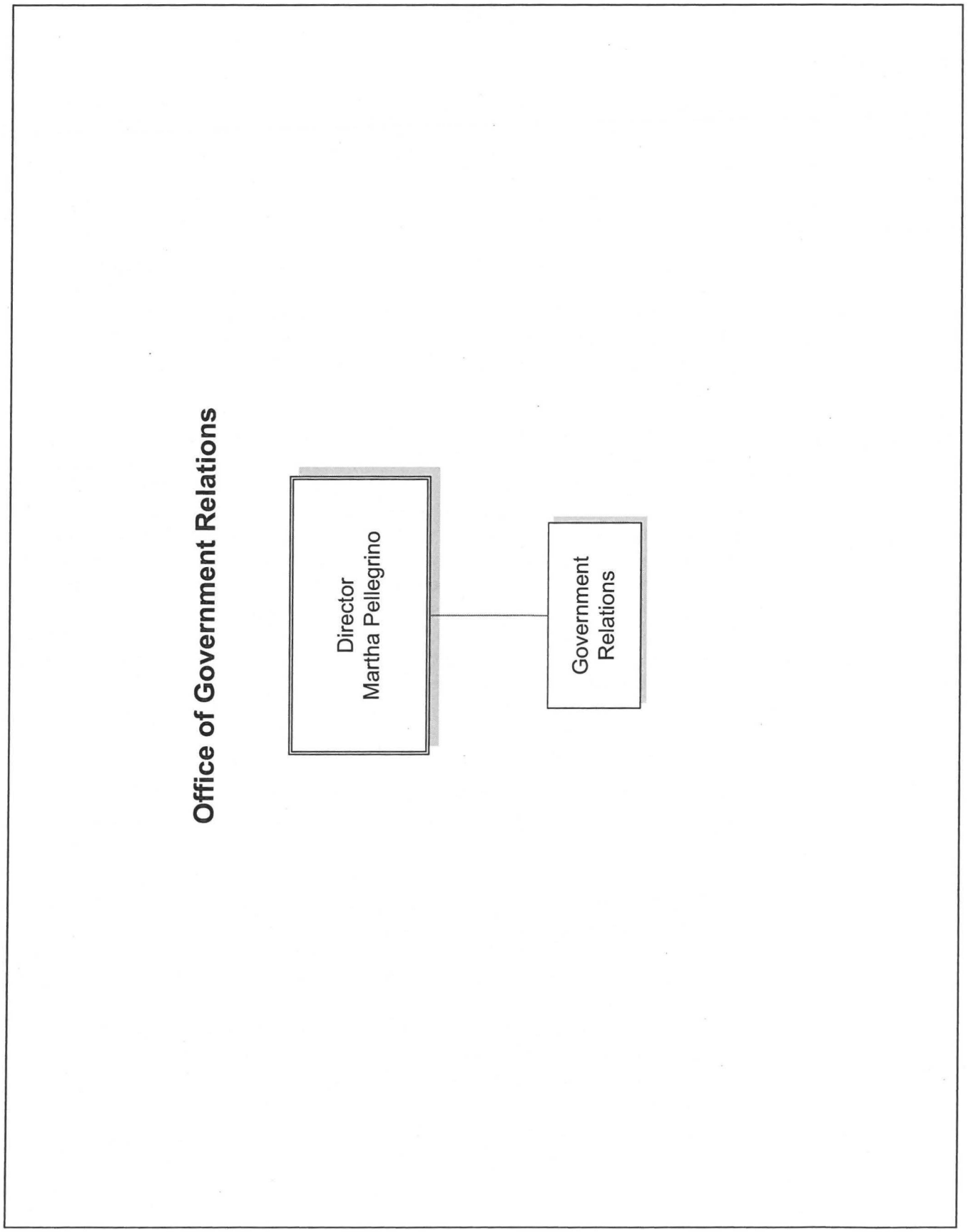


Bureau Programs



Bureau Overview

Requirements	Revised FY 2011-12	Adopted FY 2012-13	Change from Prior Year	Percent Change
Operating	1,319,876	1,351,419	31,543	2.39
Capital	0	0	0	0.00
Total Requirements	**1,319,876**	**1,351,419**	**31,543**	**2.39**
Authorized Positions	7.25	7.25	-0.00	-0.00


Office of Government Relations
Director
Martha Pellegrino
Government
Relations

Bureau Summary

Bureau Mission

The mission of the Office of Government Relations is to help the City of Portland achieve its legislative objectives through advice to City Council and bureaus, and through effective advocacy in the federal, state, and regional governments, and with other partners across the state.

Bureau Overview

The Office of Government Relations (OGR) provides government representation for all City bureaus, the Portland Development Commission, City Council, and the City Auditor. The office advances City policy goals and initiatives through advocacy to federal, state, and regional governments, and a broad range of non-governmental interests. The office has permanent staff in City Hall and temporary staff in Salem during legislative sessions.

Strategic Direction

The office has elevated its focus at the federal level by coordinating the City's efforts on a broader range of federal issues, including more aggressively pursuing opportunities with administrative agencies, seeking regulatory relief, and advocating for policy and funding priorities of the city. The office has also implemented new strategies for soliciting and integrating public input into the City's federal and state legislative agenda building processes and has expanded intergovernmental outreach on the City's federal and state legislative agendas. Additionally, the office has increased the City's engagement on state advocacy as a result of coordinating legislative agendas for special sessions in even numbered years. This additional focus and comprehensive approach to government relations was needed to successfully address expanded state and federal legislative policy goals and initiatives and the state's adoption of annual legislative sessions.

Bureau Strategic Plan

The office'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:

- State Government Advocacy: The office engages council offices, bureaus, and the public to build the City's state legislative agenda. This agenda focuses the City's state legislative efforts during the legislative session. In addition, lobby staffs are frequently called on to provide advice to Council and bureaus during the legislative interim regarding state agency rule-making, funding decisions, and interim legislative activity.
- Federal Government Advocacy: The office builds a federal legislative agenda approved by Council to identify the priority policy and funding opportunities for the City before Congress and with federal agencies.
- Intergovernmental Outreach: OGR develops relationships with governments, business leaders, officials, and non-governmental organizations. This effort enhances the City's ability to advocate for, and achieve, its policy goals and initiatives at all levels of government.

- Communication and Advice: OGR provides City bureaus and Council offices with strategic advice on City policy goals and initiatives and how to achieve those goals through advocacy.

Five-year Horizon

The passage of annual legislative sessions by the voters in November 2010 means that the state legislative program will run year-round, with a shorter, and more active, interim period between legislative sessions. The increased level of activity at the state level will mean that the office will need to hire an additional lobbyist and temporary Salem support staff in the near future to manage the increased workload.

State Legislative Sessions - The office will begin development of the 2013 regular legislative session in Spring 2012, following the February/March 2012 short legislative session. OGR will implement the city's 2013 legislative agenda in Salem from January - June 2013. In Summer 2013, the office will develop the agenda for the short session and in February/March 2014, lobby staff will work from the Salem office to implement the agenda. In Spring 2014, the office will repeat the process for the 2015 regular session agenda and beyond. Annual sessions will require additional resources to cover expenses for City staff to work from the Salem offices during the short, even-numbered year sessions.

Fiscal Years 2012-2017 Federal Agenda and Advocacy - The office will develop federal agendas every year for the next five years, beginning in late summer/early fall by soliciting the priorities from the Council offices, bureaus, and the community. The agenda will include appropriations and/or program and budget priorities for each federal fiscal year, policy issues for the 113th - 115th Congresses, the SAFETEA-LU Reauthorization (surface transportation reauthorization bill), and the Water Resources Development Act. This program includes lobbying activity by the City's federal representative in Washington D.C., the Director of the Office of Government Relations, City Council, and City bureau staff.

Service Improvement Plan

Coverage of State Legislative Issues

The ambitious agenda that the City Council and bureaus seek at the state level will fully occupy the lobby staff during the 2013 legislative session and interim. OGR again received one-time funding in the FY 2012-13 Adopted Budget for a position to focus on federal legislative issues, which allows the director to split time between the federal agenda and state legislative advocacy. Funding this position on an ongoing basis would allow the Director to continue to split time between advancing the city's federal and state priorities and would allow continued federal research, writing, communications, and event support to the Council offices and bureaus.

Bill Tracking and Response

The growing number of state bills in combination with the city's antiquated bill tracking system has made bill tracking inefficient and prone to error.

In an effort to make the tracking system more efficient and effective in state advocacy efforts, Government Relations has contracted with C & E Systems for their "Bill Track OR" software to pilot a new legislative tracking system during the February 2012 Session. Bill Track OR is a web-based tracking system that will allow OGR's lobbyists to access more information about legislation, hearings, and comments from city bureaus in a faster and more efficient manner. It will also reduce use of paper and administrative time to implement the system. Further, it will provide user-friendly and more timely access to information about legislation to legislative liaisons at the city. OGR conducted a survey of its customers after the 2012 session. A majority of respondents rated the system an improvement over the old system; the users also suggested improvements to the software that C & E Systems will work to implement prior to the 2013 regular session. OGR is going to contract with C & E Systems and expects the purchase price of the program to be offset by savings from an interagency with BTS for maintaining the old system.

Agenda Development

The agenda development process involved public input earlier in FY 2011-12, and included a community engagement forum that solicited ideas for both the federal and state agendas. This process can continue to be improved for the next regular legislative session to ensure the community has ample opportunity to identify issues and that the process is transparent and efficient for staff.

Customer Service

The office will continue to strive to meet a high level of customer service for Council offices and the bureaus, as well as the City's external customers. The office produced a customer survey and sent it to customers in August 2011. Overall, the ratings were very good to excellent, but areas for improvement including the legislative tracking system were identified. The office will continue to target improvement in areas where it received lower then excellent rankings.

Citizen Budget Advisory Committee Recommendations

The Budget Advisory Committee (BAC) reviewed the Office of Government Relations budget and made the following recommendations for the FY 2012-13 budget:

- Approval of one-time funds for the Federal Assistant position, with a further recommendation that the position be included in overhead in future years
- Approval of a reduction of the BTS interagency agreement to account for savings experienced through legislative tracking system
- Exploring an IGA with the Portland Development Commission for advocacy related to federal and state legislative agendas

Summary of Budget Decisions

Additions

Federal Assistant Position

The Federal Legislative Assistant position assists with the preparation and implementation of the City's federal legislative agenda, including federal research, analyzing federal legislation, facilitating communications with federal delegation offices, drafting federal correspondence, monitoring legislation, and preparing advocacy materials. This position has been an essential addition to the government relations program as it has significantly increased the city's ability to coordinate a wide variety of requests to and from the federal government and allow the Director to split time between the state and federal agendas. The FY 2012-13 Adopted Budget continues one-time funding for this position.

Reductions

4% Reduction Package

This 4% reduction will reduce OGR's discretionary funding by $18,935. It reduces funding for local and out-of-town travel, conferences, publications, office equipment and supplies. It will result in:

- One fewer lobbying trip to Washington DC for the Director or Council member
- Reduced attendance at local meetings and events for the state lobbying team
- One fewer intergovernmental outreach trip (e.g. statewide outreach, League of Cities, Oregon Mayors Assn.)
- Cuts to supplies and replacement equipment for the Salem office
- A reduction in federal legislative research resources, publications and directories

Fewer federal, state and intergovernmental outreach trips will mean less opportunity to advance the city's federal, state, and intergovernmental policy and funding objectives.

OMF Interagency Adjustments

The package reflects a decrease of $5,344 in interagency costs resulting from decision packages in the Office of Management and Finance. An adjustment to the bureau's ongoing General Fund discretionary target was made to balance the decreased costs.

Non-Represented Merit Freeze

The package reflects a decrease of $14,351 in personnel services costs resulting from a freeze on merit increases in FY 2012-13 for non-represented employees making more than $45,000 per year.

Government Relations

Description

The Government Relations program provides government representation for all City bureaus, the Portland Development Commission, the City Council, and the City Auditor.

Goals

The program supports the City goal of delivering efficient, effective, and accountable municipal services.

Performance

The program added one additional performance measure in FY 2012-13 regarding responsiveness to client requests. Other than the new measure, the program does not expect any significant changes in its performance measures in FY 2012-13.

Changes to Services and Activities

The Adopted Budget includes additional one-time resources to maintain the program's federal legislative advocacy.

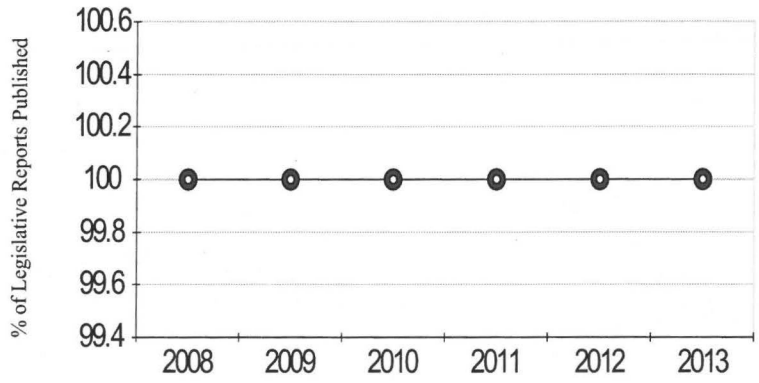
FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	7.00	7.00	7.25	7.00	7.25
Expenditures					
Government Relations	1,156,883	1,166,065	1,319,876	1,351,419	1,351,419
Total Expenditures	**1,156,883**	**1,166,065**	**1,319,876**	**1,351,419**	**1,351,419**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Effectiveness					
Responsiveness to Client Requests	100%	100%	100%	80%	100%
Workload					
Legislative Reporting	100%	100%	100%	100%	100%
Percent of Targeted Legislators Contacted	100%	100%	100%	80%	100%

Performance Measures

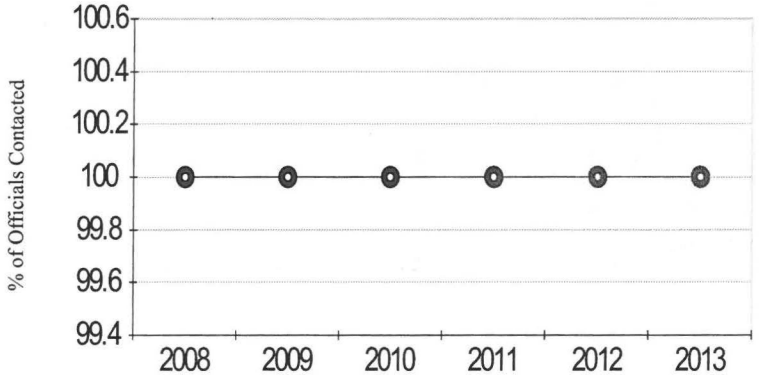
% of Legislative Reports Published

The Office of Government Relations will produce a Legislative Package for City Council review and adoption before the biennial legislative session, and a report on the results of that package following the session.



Legislative Outreach

Government Relations will continue with its outreach efforts before, during, and following legislative sessions.



	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
Resources					
External Revenues					
Total External Revenues	**0**	**0**	**0**	**0**	**0**
Internal Revenues					
General Fund Discretionary	432,980	446,819	566,117	526,186	526,186
General Fund Overhead	652,488	646,975	669,430	727,529	727,529
Interagency Revenue	71,415	72,271	84,329	97,704	97,704
Total Internal Revenues	**1,156,883**	**1,166,065**	**1,319,876**	**1,351,419**	**1,351,419**
Beginning Fund Balance	0	0	0	0	0
Total Resources	**$1,156,883**	**$1,166,065**	**$1,319,876**	**$1,351,419**	**$1,351,419**
Requirements					
Bureau Expenditures					
Personnel Services	708,354	733,226	852,004	931,778	931,778
External Materials and Services	299,945	275,448	320,866	261,118	261,118
Internal Materials and Services	148,584	157,391	147,006	158,523	158,523
Total Bureau Expenditures	**1,156,883**	**1,166,065**	**1,319,876**	**1,351,419**	**1,351,419**
Fund Expenditures					
Total Fund Expenditures	**0**	**0**	**0**	**0**	**0**
Ending Fund Balance	0	0	0	0	0
Total Requirements	**$1,156,883**	**$1,166,065**	**$1,319,876**	**$1,351,419**	**$1,351,419**
Programs					
Government Relations	1,156,883	1,166,065	1,319,876	1,351,419	1,351,419
Total Programs	**1,156,883**	**$1,166,065**	**$1,319,876**	**$1,351,419**	**$1,351,419**

Class	Title	Salary Range Minimum	Salary Range Maximum	Revised FY 2011-12 No.	Revised FY 2011-12 Amount	Proposed FY 2012-13 No.	Proposed FY 2012-13 Amount	Adopted FY 2012-13 No.	Adopted FY 2012-13 Amount
30000434	Administrative Assistant	45,074	69,451	1.00	61,860	1.00	63,970	1.00	63,970
30000005	Commissioner's Staff Rep	46,322	84,656	2.00	114,978	2.00	141,521	2.00	141,521
30000414	Government Relations Director	102,648	146,952	1.00	139,156	1.00	144,256	1.00	144,256
30000498	Government Relations Lobbyist	75,109	100,048	2.00	169,868	2.00	175,990	2.00	175,990
30001783	State Government Relations Manager	80,787	107,557	1.00	80,784	1.00	102,054	1.00	102,054
TOTAL FULL-TIME POSITIONS				7.00	566,646	7.00	627,791	7.00	627,791
TOTAL PART-TIME POSITIONS				0.00	0	0.00	0	0.00	0
30000004	Commissioner's Admin Support Specialist	36,483	56,160	0.25	9,120	0.00	0	0.25	9,252
TOTAL LIMITED TERM POSITIONS				0.25	9,120	0.00	0	0.25	9,252
GRAND TOTAL				7.25	575,766	7.00	627,791	7.25	637,043

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

Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2012-13	1,298,617	0	1,298,617	7.00	FY 2012-13 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	(18,935)	0	(18,935)	0.00	4% reduction
	(5,344)	0	(5,344)	0.00	OMF interagency adjustments
	0	91,432	91,432	0.00	Federal Assistant position
	0	(14,351)	(14,351)	0.00	Non-represented merit freeze
Approved Budget Additions and Reductions					
	0	0	0	0.25	Technical adjustment: extend limited term FTE
Adopted Budget Additions and Reductions					
	0	0	0	0.00	None
	(24,279)	**77,081**	**52,802**	**0.25**	**Total FY 2012-13 Decision Packages**
			1,351,419	**7.25**	**Total Adopted Budget**

Office of Human Relations

City Support Services Service Area

Summary of Budget Decisions

In September 2011, City Council created the Office of Equity and Human Rights. In December 2011, Office of Human Relations positions and budget were transferred to the Office of Equity and Human Rights. At that point, the operations of the Office of Human Relations ceased.

Please see the Office of Equity and Human Rights for all budget-related matters relating to the former Office of Human Relations.

Office of Human Relations

City Support Services Service Area

	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
Resources					
External Revenues					
Total External Revenues	**0**	**0**	**0**	**0**	**0**
Internal Revenues					
General Fund Discretionary	666,231	520,851	369,437	0	0
Total Internal Revenues	**666,231**	**520,851**	**369,437**	**0**	**0**
Beginning Fund Balance	0	0	0	0	0
Total Resources	**$666,231**	**$520,851**	**$369,437**	**$0**	**$0**
Requirements					
Bureau Expenditures					
Personnel Services	393,195	420,432	248,083	0	0
External Materials and Services	248,167	64,871	87,851	0	0
Internal Materials and Services	24,869	35,548	33,503	0	0
Total Bureau Expenditures	**666,231**	**520,851**	**369,437**	**0**	**0**
Fund Expenditures					
Total Fund Expenditures	**0**	**0**	**0**	**0**	**0**
Ending Fund Balance	0	0	0	0	0
Total Requirements	**$666,231**	**$520,851**	**$369,437**	**$0**	**$0**
Programs					
Human Relations	666,231	520,851	369,437	0	0
Total Programs	**666,231**	**$520,851**	**$369,437**	**$0**	**$0**

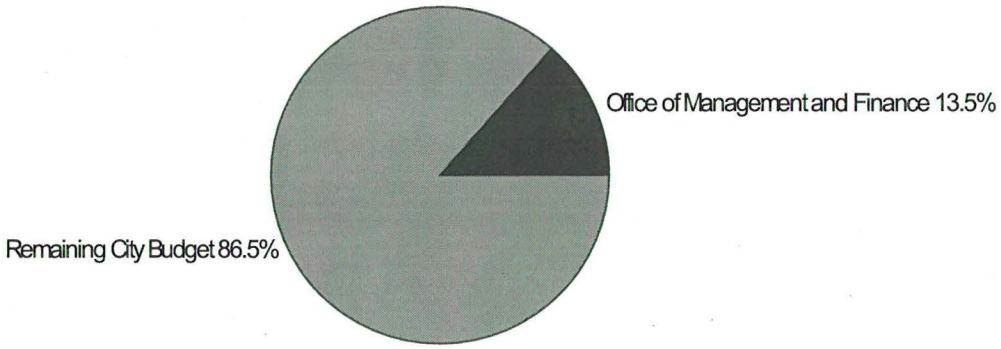
Class	Title	Salary Range Minimum	Salary Range Maximum	Revised FY 2011-12 No.	Revised FY 2011-12 Amount	Proposed FY 2012-13 No.	Proposed FY 2012-13 Amount	Adopted FY 2012-13 No.	Adopted FY 2012-13 Amount
30000493	Community Outreach & Informtn Rep, Sr	60,341	80,475	1.00	65,760	0.00	0	0.00	0
30000929	Human Relations Director	93,288	130,291	1.00	93,288	0.00	0	0.00	0
30000464	Program Coordinator	60,341	80,475	1.00	64,500	0.00	0	0.00	0
30000463	Program Specialist	54,725	72,925	1.00	64,764	0.00	0	0.00	0
TOTAL FULL-TIME POSITIONS				4.00	288,312	0.00	0	0.00	0
TOTAL PART-TIME POSITIONS				0.00	0	0.00	0	0.00	0
TOTAL LIMITED TERM POSITIONS				0.00	0	0.00	0	0.00	0
GRAND TOTAL				4.00	288,312	0.00	0	0.00	0

Office of Management and Finance

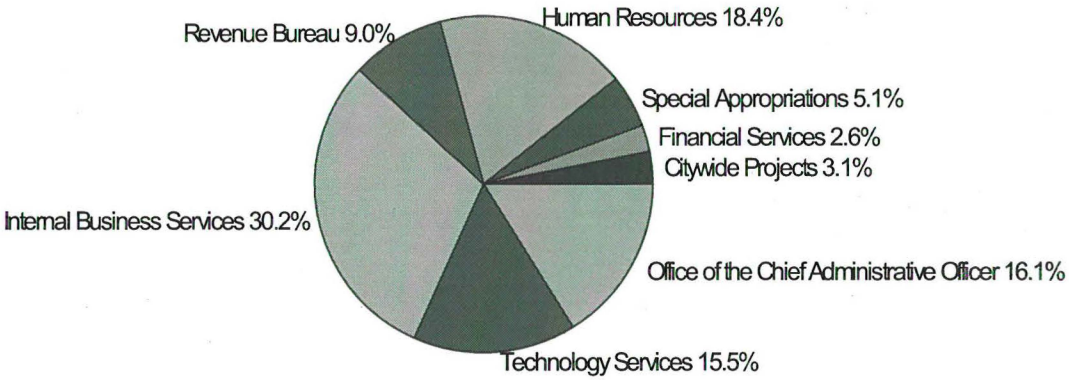
City Support Services Service Area

Mayor Sam Adams, Commissioner-in-Charge
Jack D. Graham, Chief Administrative Officer

Percent of City Budget

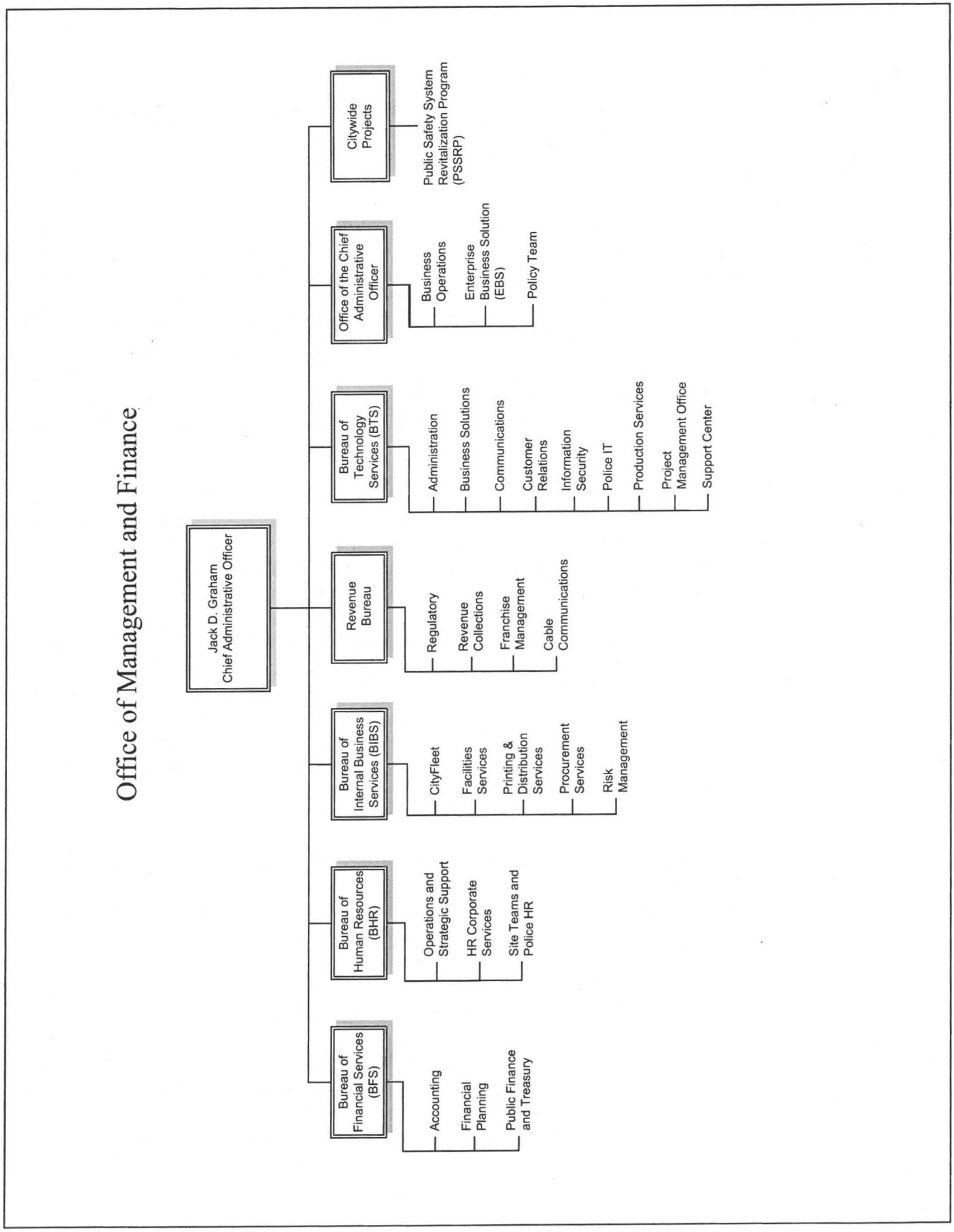


Bureau Programs



Bureau Overview

Requirements	Revised FY 2011-12	Adopted FY 2012-13	Change from Prior Year	Percent Change
Operating	464,854,624	451,211,318	(13,643,306)	(2.93)
Capital	40,086,359	35,294,486	(4,791,873)	(11.95)
Total Requirements	**504,940,983**	**486,505,804**	**(18,435,179)**	**(3.65)**
Authorized Positions	672.50	658.55	(13.95)	(2.07)


Office of Management and Finance
Jack D. Graham
Chief Administrative Officer
Bureau of Financial Services (BFS)
Accounting
Financial Planning
Public Finance and Treasury
Bureau of Human Resources (BHR)
Operations and Strategic Support
HR Corporate Services
Site Teams and Police HR
Bureau of Internal Business Services (BIBS)
CityFleet
Facilities Services
Printing & Distribution Services
Procurement Services
Risk Management
Revenue Bureau
Regulatory
Revenue Collections
Franchise Management
Cable Communications
Bureau of Technology Services (BTS)
Administration
Business Solutions
Communications
Customer Relations
Information Security
Police IT
Production Services
Project Management Office
Support Center
Office of the Chief Administrative Officer
Business Operations
Enterprise Business Solution (EBS)
Policy Team
Citywide Projects
Public Safety System Revitalization Program (PSSRP)

Bureau Summary

Bureau Mission

Managing the City's fiscal, human, physical, and technological resources to deliver high quality services to the City and the community.

Bureau Overview

Services to the City

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 Business Income Tax collection, and Printing and Distribution. OMF consists of the bureaus of Financial Services (BFS), Human Resources (BHR), Internal Business Services (BIBS), Revenue, Technology Services (BTS), the divisions of Business Operations and Enterprise Business Solution (EBS), and Citywide Projects.

Summary of Resources

OMF is funded through a combination of resources. Approximately half of OMF's funding is through interagency charges to other City bureaus. Interagency revenue primarily includes charges from Technology Services, EBS, CityFleet, Facilities, Printing and Distribution, and Risk Management. In FY 2012-13, only 10% of OMF's budget is 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, the Public Safety GO Bond, 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. Many OMF internal service funds also have outside agency customers.

Office of the Chief Administrative Officer (CAO)

In addition to Citywide responsibilities and managing OMF to ensure cost effective administrative and support services, the CAO is responsible for providing the Mayor and City Council with accurate and timely information and analysis on a wide array of financial and policy issues. The divisions of Business Operations and Enterprise Business Solutions are part of the CAO's Office and provide financial, communications, strategic planning, project management, and administrative support to OMF. EBS provides SAP management is provided Citywide.

Bureau of Financial Services

The Bureau of Financial Services provides financial management services to the City in areas such as financial reporting and planning, treasury, debt issuance, accounting, payroll, budget process management and publication, and grants management. The Bureau is managed by the Chief Financial Officer (CFO).

Bureau of Human Resources

The Bureau of Human Resources is responsible for management of the City's human resources systems, including administrative rules and procedures. It is responsible for assisting City bureaus to recruit, develop, and retain a competent and high-quality workforce. The bureau also manages employee benefits, deferred compensation, the Health Insurance Fund, classification and compensation, labor relations, and workforce training.

Bureau of Internal Business Services

The Bureau of Internal Business Services manages a range of core internal services critical to meeting City business needs such as facilities, fleet, printing, procurement, and risk management. These services are offered Citywide.

Revenue Bureau

The Revenue Bureau is responsible for consolidated revenue collection and regulation of certain industries. Revenue programs issue permits, advocate for consumers, enforce regulations, and collect revenues including business license tax, utility license franchise fees, transient lodging tax, business property management, cable franchise management, and other revenues.

Bureau of Technology Services

The Bureau of Technology Services provides strategic planning and management of the City's communications-related and information technology equipment and systems. BTS provides expert and cost effective communications and information technology services to the City and regional partners, promoting interoperability. BTS is managed by the Chief Technology Officer (CTO).

Citywide Projects

Within Citywide projects is the Public Safety Systems Revitalization Program (PSSRP), which replaces aging public safety technology systems that support critical citywide needs. PSSRP will ensure enhanced regional interoperability. The CAO serves in an advisory role for this project and OMF administratively supports this project.

Special Appropriations

Special Appropriations are included with OMF for reporting purposes only and are primarily used for General Fund expenditures that are not specific to a bureau and often provide Citywide benefit.

Strategic Direction

OMF Goals

OMF's strategic goals include:

- Ensure long-term financial health. Strengthen the City's financial position, maintain assets, and plan prudently for the future.
- Enhance customer service. Continuously improve communications and focus on helping customers achieve their goals.
- Foster a knowledgeable and diverse workforce. Support an inclusive workplace and create opportunities for employees to grow and develop.
- Continuously improve business processes. Initiate business improvements, including those that implement better business practices, effectively using technologies, support sustainability efforts, and create efficiencies.

By focusing on these strategic goals, OMF will continue to provide key internal support to the City Council goal to deliver efficient, effective, and accountable municipal services and to Council initiatives.

Significant Issues

Workforce Planning

The Bureau of Human Resources is responsible for Citywide recruiting, diversity, and training programs. A significant number of employees are, or soon will be, eligible for retirement. At the same time, there is a lack of entry-level positions to address changing business needs and reach diversity and equity goals within the City.

Following several years of budget reductions, resources to fund activities like job fairs, training programs, diversity programs, and other important initiatives have been cut. At the same time, the City needs to find ways to transfer the knowledge and expertise that is lost as employees retire while shaping and enabling the City's workforce to reflect the changing demographics and service needs of the City's communities.

Programs are required to support recruitment and training resources, mentorship initiatives, internships, and apprenticeships. Programs are required to conduct an assessment of the City's classification system in support of long-term workforce planning. These efforts require dedicated, centralized, and ongoing resources to effectively implement and maintain them.

The ability to recruit and retain staff with a high degree of technical expertise is of particular concern for bureaus. The City will continue to struggle to recruit and retain the highly skilled workforce it needs to perform essential functions. For those the City does recruit, we will continue to act as a "training ground" for talent only to see them leave following significant employee development investments.

If funding and programs are not implemented, the City will experience a loss of institutional knowledge and decreased service delivery. City bureaus will likely face long recruitment delays when recruiting for positions that are not currently represented in the workforce. In addition, the shortage of diversity in the workforce will leave the City unable to meet the needs and expectations of the community.

Critical Technology Recovery in a Disaster

The City relies extensively on technology in order to provide critical services to the public. A large scale natural or man-made disaster can result in catastrophic destruction of numerous technology systems that are essential for the ongoing operation of the City. Key services relying on technology include: communications for law enforcement, fire and rescue, emergency dispatch, payroll, revenue collection, and accounts payables.

Although BTS has invested significantly in improving the reliability and availability of key technology systems, a large disaster localized to the Portland area could result in complete loss of these critical technology assets, which would take months to restore.

In order for the City to quickly recover it's most critical services after a major disaster, additional resources should be directed towards building and operating redundant technical systems for the City's most critical services at an offsite location. The location for these redundant systems would ideally have a location safe from disasters such as earthquakes, floods and hurricanes. Although BTS keeps redundant copies of critical City data at an offsite location, recovery from the catastrophic destruction of its key technology systems or data center requires the ability to rapidly rebuild replacement systems and place them into operation in order to restore full services.

The lead time to order and rebuild replacement systems, as well as identify alternate facilities to house this equipment, can take an extended period of time. If measures are not taken to fund redundant systems now, the City is at risk for an extended recovery, estimated at several months, for key City services and functions that rely on operating technology and equipment.

Facilities Asset Management

The Bureau of Internal Business Services (BIBS) is responsible for maintaining and preserving the City's essential facilities and real property assets, which does not have a sustainable funding model that fully supports major maintenance and capital improvement projects. The rates currently charged for these facilities, including fueling stations, do not fully fund the maintenance and improvement to these assets.

Maintaining City facilities is imperative, as this will ensure the long life and usability of the buildings, as well as preserving the City's long-term and significant investments in these assets. Adequately funding repairs, major maintenance, and capital improvements is key to keeping the City's assets in good working condition and will ultimately result in reduced ongoing operating costs.

Currently, the primary method to fund major maintenance and capital improvements is through rate increases. The option of diverting money from other areas of the funds' budgets is not realistic after multiple budget cut cycles and efficiencies that have eliminated other possible funding options.

If this issue is not addressed, OMF will continue to have more asset preservation projects than funding allows. This means projects will get deferred, which typically results in increased costs or loss of revenue and impacts service delivery. The City has a number of essential facilities and not properly maintaining these has the potential of injury or loss of life.

Technology Asset Replacement

The Bureau of Technology Services (BTS) is responsible for operating and maintaining critical technology assets, which do not have a sustainable replacement funding model. If technology assets are not replaced on regular schedules, ongoing costs to maintain them increase. Additionally, technology assets kept in operation beyond their useful service life suffer from reliability problems which result in major service affecting outages.

The primary method to fund technology asset replacement is through rates, however current rates collected for the majority of technology assets do not include a replacement component. The option of diverting money from other fund areas is not feasible after several years of budget reductions.

If this issue is not addressed, BTS will continue to have significantly more technology asset replacement needs than funding allows. This means replacements will be deferred and critical technology systems will be in operation longer than recommended. Since many of these systems are essential for public safety, system failures that result from deferred replacements may seriously jeopardize the safety and health of our first responders and the public.

Citywide and Major Initiatives

Current Citywide and OMF initiatives include:

- Providing sound financial and policy guidance to support services in an economic recession
- Developing the City workforce to meet current and future challenges
- Expanding the City's effective use and implementation of SAP technology
- Developing the 2012-17 OMF Strategic Plan
- Leading efforts to manage the use of technology to meet business needs
- Providing opportunities for the public to learn about the City's budget
- Implementing new online services for business, employees, and the public
- Managing and maintaining Citywide assets
- Providing leadership and staff support for the Public Safety Systems Revitalization Program and staff support for the Council appointed Public Safety GO Bond Independent Citizen Committee and the Technology Oversight Committee
- Updating the OMF Continuity of Operations Plan

Service Improvement Plan

Maximizing the City's investment in SAP

The Office of Management and Finance's goal is to improve the City's proficiency in using SAP and to plan for future functionality. The plan to achieve these goals includes a comprehensive assessment by outside consultants looking at the EBS Division, Citywide ERP, staffing, and maximizing the use of SAP. The assessment begins with a survey asking City bureaus to provide feedback, which will help OMF more accurately gauge the City's progress in achieving the goals for SAP implementation.

Create a strategic direction for OMF for FY 2012-17

OMF will implement a five year strategic planning process, beginning with the development of the FY 2012-17 OMF Strategic Plan. The plan will include mission, vision, and values, as well as strategic issues, goals, strategies, and performance measures. In developing the plan, there will be broad stakeholder input and a thorough look at internal and external factors affecting the organization. Upon completion of the plan, reporting mechanisms will be developed and implemented to track the progress on reaching organizational goals over the next five years.

Cross Functional Teams

OMF is identifying and developing cross functional teams, which will enhance customer service and build employee capacity. A cross functional team is a group of employees with different functional expertise and from different parts of OMF, who work together to resolve an issue or to achieve a common goal. Members of the team think strategically and work collaboratively. Working within their given level of authority these teams may implement changes, solve problems, manage projects, or provide guidance. Each cross functional team will have an Executive Sponsor(s).

Summary of Budget Decisions

4% Reduction Packages

<u>Office of the Chief Administrative Officer</u>

Business Operations

Reduces outside consulting for customer service survey and business process improvements; reduces educational conference opportunities for staff; reduces temporary help budget, resulting in fewer entry-level positions and lack of flexibility in hiring temporary help; includes rent savings. ($64,030)

Enterprise Business Solution

Reduces training and funding for services to legacy systems; reduces consultation services, limiting ability to complete work, respond to change requests, address break/fix tickets, and critical maintenance of service issues. ($323,000)

<u>Bureau of Financial Services</u>

Accounting

Eliminates Accountant I position, resulting in limited ability to implement workforce realignment and training efforts, internal control issues, process delays, reduced customer service, and impacts to the program's ability to continue implementing the recommendations outlined in the Financial reporting and Compliance Project Final Report; includes rent savings. (1.00 FTE, $78,152)

Financial Planning

Reduces Financial Analyst position by 0.25 FTE (limited term), impacting the depth and quality of analysis and recommendations on the budget and Budget Monitoring Process (BMP), as well as delayed response to bureaus and Council on special projects or requests for information. (0.25 FTE, $25,090)

Public Finance and Treasury

Reduces OSS II position by 0.74 FTE and reduces materials and services, resulting in loss of clerical and administrative staff, which lessens the ability to acquire Investment Management software, and reduces access to external legal and financial advice; includes rent savings. (0.74 FTE, $79,138)

<u>Bureau of Human Resources</u>

Corporate Services

Reduces a senior manager position by 0.5 FTE, under-fills a Labor Relations Coordinator position, and reduces materials and services, resulting in increased response times and fewer opportunities for professional development; resources will be realigned and consolidated to meet customer needs; remaining portion of senior management position will be reclassified to a Training Analyst to support the Citywide training program. (0.50 FTE, $120,700)

Bureau of Internal Business Services

Procurement Services

Reduces repair and maintenance services, miscellaneous services, office supplies, education, training, and out of town travel, as well as the ability to sponsor one Protege through the Port of Portland program. ($55,575)

Risk Management

Reduces excess liability second tier coverage from $30 million to $10 million; other public agencies either have no excess coverage or carry $5 million-$10 million over their self-insured retention levels. ($134,000)

Facilities Services

Leases vacant 1900 Building office space; aligns Comcast cable delivery in the 1900 Building to actual tenant needs; and increases energy cost savings. ($647,000)

Printing and Distribution

Eliminates a Reprographic Operator II position and work is reorganized with minimal impact; replaces aging digital printing equipment resulting in increased efficiency and reduced copy maintenance costs. (1.00 FTE, $91,000)

CityFleet

Extends lifecycle replacement for Police vehicles. ($375,000)

Revenue Bureau

Regulatory

Increases software license agreement fees for the first time since 2003. The bureau projects new revenue collections of $7,200 which will offset General Fund program support. (Net zero impact, $0)

Revenue Collection

Eliminates Revenue and Tax Specialist IV position, shifting workload to other positions and limiting the amount of coverage and separation of duties for the section, increases customer response rate, delays work on online service enhancements, and limits the ability to respond in a timely manner to Tax Code changes; reduces the City Attorney Interagency agreement and lengthens response time to legal issues. (1.00 FTE, $148,299)

Bureau of Technology Services

Business Solutions

Eliminates two Applications Analyst III positions and materials and services, resulting in insufficient funds devoted towards major maintenance and equipment replacement for the Geographic Information System program; reduces resources to support BRASS, PatternStream, and several legacy financial and human resources applications; reduces software development and support for Prtland Bureau of Transportation; reduces professional services assistance for new projects requested by customer bureaus. (2.00 FTE, $373,859)

Communications

Eliminates the replacement portion of the rates for the City's next generation public safety radio system resulting in no funding reserves available for eventual replacement of the system anticipated in 20 years; reduces professional services needed for planning the replacement of the City's analog telephone switch, which may result in extended service outages as well as cost overruns and delays; reduces cellular contract fees. ($1,018,141)

Production Services

Reduces the total number of Oracle software licenses at the Revenue Bureau that are currently unused. ($33,000)

Citywide Projects

Public Safety Systems Revitalization Program

Eliminates a Management Analyst position resulting in reduced staff resources for the Radio and RegJIN projects, as well as overall program needs such as internal quality assurance. (1.00 FTE, $56,235)

6% Reduction Packages

These packages add to the previous 4% reductions to make up OMF's 6% reduction.

Office of the Chief Administrative Officer

Business Operations

Reduces temporary staff and OSS III hours, resulting in delays in processing contracts and vendor payments, inability to expedite requests for immediate contract approval or vendor payments, and fewer entry-level positions and flexibility in hiring temporary help with specific skills required for the work. ($21,204)

Enterprise Business Solution

Reduces contract services, only allowing for consultants to resolve critical maintenance of service issues and to complete work for labor contract configuration; efficiencies of an enterprise system will be further eroded. ($161,000)

Bureau of Financial Services

Financial Planning

Reduces Financial Analyst position previously cut in the 4% reductions by an additional 0.5 FTE; the remaining funds for the 0.25 FTE would be used for temporary employees or a graduate-level intern, as recruitment for 0.25 FTE is not realistic. This package would further limit the ability to respond to requests for information and quality of financial analysis. (0.50 FTE, $51,620)

Public Finance and Treasury

Reduces OSS II position by remaining 0.26 FTE; reduces external materials and services, which could result in Treasury and Debt Management not seeking outside advise regarding investments and could diminish their ability to effectively invest City funds and optimize opportunities for strategic investment management; exposure could be significant. (0.26 FTE, $39,569)

Bureau of Human Resources

Corporate Services

Eliminates the remainder of the senior manager position with no ability to use remaining funds to hire a Training Analyst and reduction in materials and services, which will negatively affect training support for the Citywide training program and BHR's ability to support workforce and career development, diversity training, and knowledge transfer in anticipation of a large retirement wave, as well as reduced ability to take on unanticipated projects. (0.50 FTE, $66,725)

Bureau of Internal Business Services

Procurement Services

Continues cuts to materials and services resulting in reduced operating supplies, repair and maintenance services, office supplies, education and training, and out of town travel, as well as reduces the number of outreach events sponsored by the City. ($25,287)

Risk Management

Additional reductions taken to the excess liability second tier coverage from $30 million to $10 million. ($66,000)

Facilities Services

Reduces janitorial services; eliminates paper towels in the Portland Building and relies on electronic hand dryers; eliminates regularly scheduled air quality testing; reduces 1900 Building Major Maintenance reserve rate from 3.2% to 2.5% of building value; turn down City Hall HVAC on nights and weekends. ($324,000)

Printing and Distribution

Increases lifecycle replacement of City copiers/printers; decreases the capital charge per copy. ($45,000)

CityFleet

Vehicles assigned to North Precinct and to the Fire Bureau must obtain fuel through City owned fuel stations rather than from contracts with external retail fuel providers; elimination of five pieces of PBOT equipment that are costly to maintain and receive low use. ($188,000)

Revenue Bureau

Regulatory

Further delays work on online service enhancements and response to Tax Code changes; only allows for resolution of critical system maintenance issues; further reduces the City Attorney interagency agreement, lengthening the response time to legal issues and limiting the ability to meet unanticipated demands for City Attorney resources. ($84,687)

Bureau of Technology Services

Business Solutions

Eliminates a Senior Information Systems Manager, Application Analyst IV, and an Applications Analyst III, which will require customers to contract with third parties for application development and support service; reduces GIS support, and limits ability to provide guidance in the development of solicitations. (3.00 FTE, $340,128)

Production Services

Eliminates an Information Systems Technician II resulting in the inability to monitor and immediately respond to equipment and environmental condition problems in the City's primary data center facility, as well as providing first level technical support outside of normal business hours. (1.00 FTE, $83,274)

Project Management Office

Eliminates an Information Systems Analyst III position, resulting in fewer project managers to assist with the implementation of technology projects; critical projects will be deferred or proceed without a trained project manager, increasing the risk of project failure and cost or schedule overruns. (1.00 FTE, $94,056)

Support Center

Eliminates an Information Systems Analyst II position and decreases materials and services, which will increase the time needed to process network accounts requests and the setup of new employee accounts. (1.00 FTE, $194,542)

Citywide Projects

Public Safety Systems Revitalization Program

Reduces materials and services budget available for a contract employee and increases the workload for existing staff. ($28,117)

8% Reduction Packages

These packages add to the previous 4% and 6% reductions to make up OMF's 8% reduction.

Office of the Chief Administrative Officer

Business Operations

Eliminates OSS III hours, which would delay vendor and contract payments by a week or more, and vendor payments may not be processed within the 30 day contract payment window; further reduces outside consulting for customer service survey, business process improvements, and support for OMF-wide strategic initiatives. ($51,203)

Enterprise Business Solution

Eliminates additional contract services, resulting in division work focused exclusively on maintenance of the existing SAP service level with limited changes or new functionality; limits response to break/fix issues and ability to increase effectiveness. ($161,000)

Bureau of Financial Services

Accounting

Reduces professional development, impacting the ability to maintain professional certifications; reduces temporary staff hours to assist with the production of the Comprehensive Annual Financial Report. ($23,000)

Financial Planning

Eliminates the remaining portion of the Financial Analyst position and decreases materials and services, resulting in increased workloads for remaining staff, decreasing the depth of bureau financial analysis, and delays or elimination of special projects requested by Council and bureaus. (0.25 FTE, $28,621)

Public Finance and Treasury

Reduces materials and services at a greater level, which could result in Treasury and Debt Management not seeking outside advice regarding investments and could diminish ability to effectively invest City funds and optimize opportunities for strategic investment management; exposure could be significant. ($39,569)

Bureau of Human Resources

Corporate Services

Reduces materials and services at a greater level, limiting the bureau's ability to respond to special projects in functions like labor relations, classification and compensation, employment and development, and diversity development/ affirmative Action. ($36,725)

Bureau of Internal Business Services

Procurement Services

Reduces materials and services at a deeper level, resulting in reduced operating supplies, repair and maintenance services, office supplies, education and training, and out of town travel, as well as reduces the number of outreach events sponsored by the City. ($25,287)

Risk Management

Eliminates OSS II position, resulting in minimal emergency backup for administrative staff and delays in invoice processing; SAP data entry will be absorbed by the remaining staff. (1.00 FTE, $67,000)

Facilities Services

Leases vacant Kelly building; reduces funds set aside to purchase renewable energy; upgrades maintenance dispatch system creating staffing efficiencies, and eliminates the Maintenance Dispatch Supervisor position; reduces inside winter temperature and increase summer temperature; reduces window cleaning; reduces contracted custodial services at all buildings by 4%. (1.00 FTE, $324,000)

Printing and Distribution

Streamlines interoffice mail delivery system eliminating a Distribution Tech position, resulting in once a day pick-up and delivery for agencies outside the core area and decreases delivery frequency to low generators to one stop per day. (1.00 FTE, $45,000)

CityFleet

Assesses rent to Home Forward parking spaces at the Kerby Garage facility, currently at no cost; undergos Utilization Reviews for Police and Parks Bureaus vehicles; adjusts preventive maintenance cycle for Lieutenant vehicles; eliminates low use/high cost vehicles from PBOT fleet. ($187,000)

Revenue Bureau

Regulatory

Increases permit revenue through realignment of workload, focusing more on oversight and enforcement of permit programs and less on responding to new levels of service and expedited requests. The bureau projects new revenues of $10,000 which will offset General Fund program support. (Net zero impacts, $0)

Revenue Collections

Reduces funding for customer service training, staff development, and consultant services for system maintenance. It also reduces 0.5 FTE of a Revenue Tax Specialist IV, extending the time required to complete the collection process. (0.50 FTE, $74,687)

Bureau of Technology Services

Business Solutions

Eliminates a Principal Information Systems Analyst and an application Analyst IV position, resulting in decreased Geographic Information System (GIS) support, as well as decreased development capacity and increased response times. (2.00 FTE, $196,296)

Communications

Eliminates a Communications and Networking Project Manager, a Communications Technician II, and decreases materials and services, resulting in the reduced capacity to respond to and resolve public safety radio support issues, delays to critical telecommunications projects, and the inability to complete regular analysis of cellular usage patterns used to adjust cellular phone plans. (2.00 FTE, $242,652)

Production Services

Eliminates Principal Information Systems Analyst and Information Systems Analyst III positions, resulting in decreased response times to resolve server and email requests and increased delays for new servers; potential impact to projects such as the PSSRP. (2.00 FTE, $187,460)

Support Center

Eliminates an Information Systems Analyst II and reduces materials and services, resulting in reduced desktop support and increasing response time to office computing support issues. (1.00 FTE, $86,592)

Citywide Projects

Public Safety Systems Revitalization Program

Further reduces materials and services budget, eliminating a contract employee and increasing workload for existing staff. ($28,117)

Internal Service Fund Reduction Packages

OMF Operating Reserve Reductions

Transfers cash from the operating reserves of three internal service funds, Technology Services, Printing and Distribution Services and Enterprise Business Solution, to the General Fund. This will result in the operating reserves for the Technology Services and Printing and Distribution Services funds being reduced to the 5% minimum amount that is mandated by OMF financial policy. The EBS Fund will remain above the 5% minimum level. ($904,275)

Reduces the inflation rate for internal service funds from the estimated 3.8% Cost of Living Adjustment (COLA) to the actual rate of 3.3%. This reduction is reflected in interagency agreements and passes the savings on to the customers. ($149,266)

Reduces internal service rates and interagency agreements to reflect adjustments to the cost of services from other internal service providers. ($191,246)

Other Packages

Non-Represented Merit Freeze

The package reflects a decrease of $167,954 in personnel services costs resulting from a freeze on merit increases in FY 2012-13 for non-represented employees making more than $45,000 per year. ($167,954)

Special Event Revenue

The Revenue Bureau will implement a cost recovery model for athletic events permitted by the bureau. The bureau projects new revenue collections of $100,000 which will offset General Fund program support. (Net zero budget impact, $0)

Add Packages

Bureau of Internal Business Services

Facilities Services

Redevelops Phases I and II of the City's federally required ADA Transition Plan by inspecting the remaining Medium Priority (Tier II) and Low Priority (Tier III) Citywide sites in accordance with the 2010 Standards for Accessible Design for all Bureaus; develops solutions to resolving barriers; plans cost estimates for barrier removal; prioritizes removal of barriers or defines exemptions, and incorporates that information into the full Citywide ADA Title II Transition Plan Draft. ($368,000)

Procurement Services

Continues one-time funding for the Minority Evaluator Program, which is an existing program mandated by Council in FY 2010-11 and funded by interagency agreements with City Bureaus and managed by a Program Coordinator. The additional responsibilities for managing the Mayor's Summer Youth Connect Program will also be part of this program. (1.00 FTE, $118,526)

Extends existing one-time funding for an additional year for a Contract Compliance Specialist and a Procurement Assistant to allow compliance staff to remain timely on compliance monitoring activities. Funding is through interagency agreements with Bureau of Environmental Services (BES), Water Bureau, Portland Bureau of Transportation Parks Bureau (PBOT), and OMF Facilities. These staff are a result of the economic stimulus package introduced by Council in 2009 that increased capital improvement projects, resulting in increased bid activity from contractors and increased interest from subcontractors. (2.00 FTE, $177,002)

Bureau of Technology Services

Business Solutions

Adds an Applications Analyst II as a permanent position with responsibility for the City Attorney's Office ongoing dedicated application support. The City Attorney's Office requested the package and is providing the funding through an Interagency Agreement. (1.00 FTE, $144,432)

Realignment Packages

Bureau of Internal Business Services

Procurement Services

Converts an already budgeted Senior Procurement Specialist position from limited term to permanent to correct an oversight related to merging technology purchasing with the Procurement Division. This will maintain the current service level required by Technology Services and customer bureaus to deliver timely, effective and satisfactory technology related acquisition and contracting services to City bureaus. (1.00 FTE, $0)

Bureau of Technology Services

Business Solutions

Converts one limited-term Information Systems Analyst II to a full-time permanent position with responsibility for ongoing support of the Information Technology Advancement Project at the request of BDS. As permitting data becomes more location-based, Bureau of Development Services (BDS) will be required to maintain additional data on the City's GIS platform to facilitate special reporting. Ongoing funding ensures the resources BDS requires to meet their growing GIS needs. (1.00 FTE, $0)

Capital Budget

Bureau Summary

OMF's mission is managing the City's fiscal, human, physical and technological resources to deliver high quality services to the City and our community.

CIP Highlights

Highlights of the OMF CIP include the following:

BIBS - Fire Facilities

The GO Bond program, approved by voters in November 1998, was completed by the end of FY 2011-12. In November 2010, voters approved a new GO Bond program and a new fund was created, the Public Safety GO Bond Fund. The new program funds public safety needs of Fire apparatus replacement, radio system replacement, Emergency Coordination Center construction, and a new fire station. The fire station project constructs a new seismically upgraded station at the current station location on the east side of the Willamette River adjacent to the Madison Street Dock.

BIBS - Police Training Facility

The total cost to purchase and construct or remodel buildings to fit the Police Training Center program is set at a cost not to exceed $15 million. Given this limitation, the bare land sites were not considered feasible as the cost to construct would far exceed the $15 million budget without major reductions in the program. The search for suitable sites became concentrated on those properties identified as having buildings that could be remodeled to fit the program and with enough acreage to allow all or most of the driver training activities. One property was selected based on the ability to meet all the basic requirements of the program and not exceed the $15 million of funding planned by the City Council. Project bonds were issued and the property was purchased at the end on FY 2011-12. Renovations to the building will begin in FY 2012-13.

PSSRP - Completion of the CAD-Next Project

During FY 2011-12, the City completed implementation of a new Computer-Aided Dispatch (CAD) system for the Bureau of Emergency Communications (BOEC). The system is now operated and maintained by Bureau of Emergency Communications (BOEC), Bureau of Technology Services (BTS), and a vendor, Versaterm.

PSSRP - Reset of the RegJIN Procurement

In August 2011, the City terminated contract negotiations with the selected RegJIN vendor and restarted the RegJIN Project procurement process with a new Request for Proposals (RFP). PSSRP, working with the Portland Police Bureau, Procurement Services, the Office of the City Attorney, and RegJIN partner agencies, developed a new RFP and moved forward with procuring a system vendor for the project.

PSSRP - Revised Project Budget for the Fire Information System Replatform Project

The City procured a project consultant through a competitive RFP process to assist in developing a project plan and a conceptual design. The results of this work were twofold: the project cost estimate confidence levels changed from low to high and the project budget estimate increased from $1.3 million to $1.9 million.

PSSRP - Independent Voice Radio Engineer; Radio Requirements Development

After conducting a competitive RFP procurement process, the City selected and executed a contract with Federal Engineering to develop technical specifications and alternatives for the Public Safety Emergency Radio System Replacement Project. The contract with FE also includes an optional provision for assisting the City in the development of a replacement system RFP. The City expects to conduct the replacement system procurement for the project, including vendor selection, during FY 2012-13.

BTS - 800 MHz Radio Engineering

Development of the radio site at Walter's Hill, including a new tower and building. Estimated five-year project costs are $643,500.

BTS - Network Engineering and Support

An enterprise network technology refresh for the City's data network infrastructure. Estimated five-year project costs are $2,208,500.

BTS - SAN Storage Expansion

Develop increased capacity of the centralized Storage Area Network. Estimated five-year project costs are $1,942,000.

BTS - AIX Hardware Technology Refresh

Replaces and consolidates end-of-life AIX hardware systems. Estimated five-year project costs are $1,698,578.

BTS - Voice System Technology Refresh

Replacement of the City's analog voice switch (FY 2013-14 CIP). Estimated costs are currently $3,118,000.

Major Issues

The major issue for the OMF CIP continues to be a lack of an adequate funding source for technology system replacement when it has reached the end of its useful service life and is no longer supported by the manufacturer for maintenance and repairs. While limited replacement funds are established for some user devices (ex. radio equipment associated with the public safety radio system, video systems, Geographic Information System (GIS) infrastructure, and personal computers), no

similar systematic approach exists for the full range of IT network, communications, and computing equipment. BTS began addressing this issue by collecting replacement costs as a component of PC and laptop equipment rates starting in FY 2010-11. Included in the FY 2012-13 budget are replacement collections for virtual servers. As economic conditions improve and budget restrictions are eased, BTS will look to continue expanding in this area so that a larger portion of its critical infrastructure can be fully funded for ongoing replacement needs.

Changes from Prior Year

Significant changes for the OMF CIP for FY 2012-13 are as follows:

- A new CIP, AIX Hardware Technology Refresh, has been added for the replacement and consolidation of end-of-life AIX systems.
- BTS has determined that the five-year needs of the Enterprise Network Technology Refresh CIP are of such importance that funding from existing reserves has been set aside to support all costs for the entire five-year period.

Other changes to the CIP include the following new projects:

- Police training facility.

Strategic Direction

Council Goals and Priorities

The CIP supports the following City goals of ensuring a safe and peaceful community and delivering efficient, effective, and accountable municipal services. This is accomplished through:

- Buildings that are appropriately sited, well designed, and well maintained contribute to Portland's livability. Projects within this CIP are a result of good planning and the City's commitment to planning and well-managed growth.
- Well-sited, adequate public safety and emergency response facilities promote a safe and peaceful community. A reliable 800 MHz system is the backbone of the City's emergency response system.
- City of Portland buildings in the downtown area, including City Hall, the 1900 Building, and the Portland Building, help maintain a vital downtown.
- Union Station contributes to the City's commitment to having a functional multimodal transportation system.
- Infrastructure maintenance is vital to the City's long-term fiscal health, stability, and its ability to deliver services.

The PSSRP CIP supports the City Council goal of well-sited, adequate public safety and emergency response that promote a safe and peaceful community. A reliable 800 MHz system is the backbone of the City's emergency response system. As public safety response is becoming more data dependent, the health of the City's data network gains in criticality. Aging public safety systems and applications pose a risk to future public safety operations.

City Comprehensive Plan

This CIP evolves from and supports the City's overall land use and facility plans. Three program areas are particularly sensitive to comprehensive community planning:

- Police: The siting and organization of public safety response is based largely on the City's physical size, growth, density, and demographic patterns.
- Fire & Rescue: The siting and adaptation of Fire & Rescue Stations is highly dependent on neighborhood boundaries and neighborhood preferences. The foundation of the Fire Management Area is the City's comprehensive land use plan and the regularly produced response time study.
- Downtown Buildings: The Portland Building, City Hall, Justice Center, and 1900 Building were all sited based on identified preferences in the downtown plan, particularly for the three located in the designated "government center" within downtown. The 1900 Building was sited and operates as part of the University Center Plan, supporting the south end of downtown and sharing the area with Portland State University (PSU).

Criteria

For this capital plan, OMF's primary focus is on improving or replacing core infrastructure owned by the City and responding to customers' needs for additional infrastructure. Funded projects allow infrastructure to be replaced with new functional and reliable assets, and lower costs by reducing the potential for costly breakdowns. A second category of projects includes those that add functionality and capacity to the City's infrastructure.

For this capital plan, BTS continues to focus on the critical core elements of its infrastructure, with emphasis on infrastructure that addresses maintenance and reliability of key systems, and provides the capacity to meet the City's changing business needs. The CIP was coordinated between the BTS programs of 800 MHz Radio Engineering, Telecommunications, Network Engineering and Support, Production Engineering, Production Services, Server Support, Information Security, and Business Solutions. Priority was given to essential core services and system upgrades and replacements to maintain stability of core data services, continuity of critical services, increasing demand, and asset replacement that facilitates cost savings and efficiency.

Capital Planning and Budgeting

Capital Planning Process

The capital planning process is closely tied to OMF's overall asset management program. The asset management program drives the capital projects proposed in the CIP and the Major Maintenance (MM) projects proposed in the Requested Budget and detailed in OMF's five-year plan.

OMF works closely with its customers to understand their businesses and how their assets support and serve their work objectives. Projects in the CIP and MM plans were developed with input from internal and external customers, staff who maintain the infrastructure, and City Council's established goals, objectives, and policies.

CIP projects for new or relocated facilities, including those for Fire, are the result of considerable planning and collaboration with bureaus, community members and Council decisions and directives. They appear here as a result of team efforts to keep City facilities useful and adapting to the changing requirements of this local government.

The programs in BTS responsible for the CIP identified their projects and provided reasons for inclusion and submitted them to a management review group for coordination and approval. Priority was given to items that supported clear business needs of BTS and its customers.

As BTS is responsible for nearly the entire City information technology and communications infrastructure, the primary coordination opportunities were in the areas of network improvements and storage management. Fiber network improvements are planned through joint participation of Telecommunications and Network Engineering personnel. Fiber construction is coordinated through a cooperative agreement with TriMet and the Oregon Department of Transportation (with the active participation of the Bureau of Transportation) and direct discussions with the Water Bureau and the Bureau of Environmental Services. Production Services and Production Engineering teams worked together to develop integrated plans providing disk storage resources to meet anticipated demand.

Financial Forecast Overview

This plan includes projects funded from a variety of sources.

- Projects for Fire facilities are funded from General Obligation bonds authorized by voters in November 2010.
- General Fund debt financing, cash from Water and BTS, and General Obligation bonds are the funding sources for an Emergency Coordination Center (ECC) project approved in a prior year.
- Vehicle replacement rates charged to bureaus through Fleet interagency service agreements fund vehicle replacement projects.
- BTS reserves fund a number of CIP projects. Reserves are used since the possibility of raising rates through decision package approval is low, and these projects may lead to efficiencies within the organization.
- General Fund debt financing, cash from the General Fund and BTS Fund, and General Obligation bonds fund PSSRP projects.

Asset Management and Replacement Plans

There are four categories of projects.

- Replacement projects replace assets at the end of their useful lives. Due to the nature of these assets they are on regular replacement schedules. Examples include Fleet vehicle replacement and BTS technology equipment replacement projects. These projects are generally funded by interagency rates charged to customers.
- New assets in support of growing City programs whose current assets do not meet their functional requirements. Examples include an ECC, a new management information system for Risk Management, and the PSSRP projects. These projects are funded with one-time money or debt financings.

- Major renovations or new construction of assets that are outdated due to new code requirements, new functional requirements, deferred maintenance, and renovations. An example is the replacement of Fire Station 21. Fire facilities projects are funded with voter approved General Obligation bond. Other projects are funded with one time money or debt financings.
- Expansion of the City's infrastructure to accommodate growing demand. An example is an expansion of the City's Integrated Regional Networking Enterprise (IRNE). These projects are generally funded out of fund reserves.

These replacement and new construction projects are one part of OMF's asset management program. The other part is the regular major maintenance of assets. These major maintenance projects do not meet the definition of capital expenses so are not included in this plan. They are included in the OMF five-year plan.

Capital Programs and Projects

Capital Program Descriptions

The OMF CIP is organized around the following division and programs structure:

Technology Services

- Telecommunications
- Production Services
- Network Engineering and Support

Internal Business Services

- Facilities Services
- CityFleet

Citywide Projects

- PSSRP

Funding Sources

Current service level resources for funded projects include:

- Interagency rates for BTS projects.
- BTS Operating and Technology reserves for other BTS projects.
- Interagency rates for CityFleet vehicle acquisition projects.
- GO Bond proceeds for Fire & Rescue facilities construction projects.
- Other debt financings approved by City Council.

Major Projects

Major projects by program are:

<u>BIBS - Facilities</u>

- Construction of an Emergency Coordination Center
- Construction of Station 21
- The purchase and build out of a Police Training Center,

BTS - 800 MHz Radio Engineering

- Walter's Hill Radio Site Development

BTS - Network Engineering and Support

- Wireless Network 802.11n Capacity Expansion
- Enterprise Network Technology Refresh

BTS- Production Services

- SAN Storage Expansion
- AIX Hardware Technology Refresh

BTS - Telecom Engineering and Support

- IRNE Fiber Construction
- IRNE Network Technology Refresh

Citywide projects - PSSRP

- Public Safety Emergency Radio System Replacement Project
- Regional Justice Information Network (RegJIN) Project
- Fire Information System (FIS) Replatform Project

Net Operating and Maintenance Costs

Two projects in Internal Business Services will have an impact on costs in the future: the construction of the Emergency Coordination Center and the purchase of the Police Training Facility. These costs have been factored into projections for future year budget needs.

Each project within Citywide Projects contains a requirement to develop a sustainment plan for ongoing operations and maintenance after system go-live. Each project team is actively engaging appropriate stakeholders in the development of these plans. As each PSSRP project progresses, PSSRP and BTS will develop more refined sustainment plans.

The BTS CIPs reflect major maintenance and capacity expansion required to keep critical infrastructure operating at the level required to meet current and emerging customer needs, and expansion of services to major facilities and outlying locations for improved customer service. City savings will be gained through the efficiencies generated by bureaus in using current technology in their daily operations. Those CIPs focused on updating technology infrastructure to current and vendor-supported technologies achieve savings for the City by reducing operational expenses. Expansion of services, both through fiber optic extensions of the IRNE system and through continued WiFi deployment to City facilities, are CIPs designed to achieve City savings through improved efficiencies. Additional IRNE bandwidth, as well as WiFi expansion will allow bureaus to use new applications and employees to be more productive.

Budget Notes

Required Final Reports for Special Appropriations

Council directs the Office of Management & Finance, Financial Planning Division to develop and implement procedures to require all recipients of grants from the General Fund Special Appropriation to provide written reports to document that all terms of the grant agreement have been fulfilled. These reports are to be sent to the City Project Manager no later than 30 days after the completion of the project.

Office of Management and Finance (BTS)

Council directs the Office of Management and Finance to develop options and a recommendation to address the funding gap that currently exists in the area of technology asset replacement and report back to Council during the FY 2012-13 Fall Budget monitoring process.

Information Technology Advancement Project

The Bureau of Development Services is directed to work with the Office of Management and Finance (OMF) to develop internal and external project monitoring controls for the Information Technology Advancement Project. The bureau and OMF should consider industry best practice when creating the controls, including looking at decision points and the development of formal project related plans and processes. Recommendations should be presented to Council in the Fall BMP.

School Funding

The Approved Budget includes one-time funding for schools, including $4.5 million of Business License revenues and $500,000 from other non-General Fund resources for Portland Public Schools, and $2,137,365 of Business License revenues for other school districts with students residing within the City of Portland allocated by the Average Daily Membership weighted (ADMw) and the percent of the students within the district.

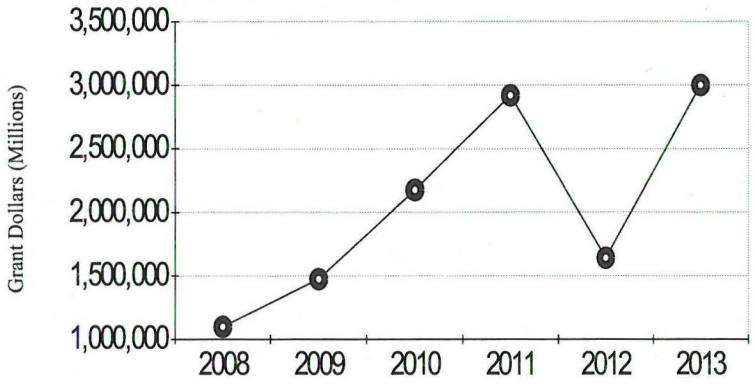
Service Coordination Team

The FY 2012-13 Budget includes full funding for the Service Coordination Team (SCT) for six months. The Portland Police Bureau and the Office of Management and Finance are directed to work with our community partners to identify the balance of funding needed to keep the program fully operational for the entire fiscal year, and return to Council in the FY 2012-13 Fall Budget Monitoring Process with funding options.

Performance Measures

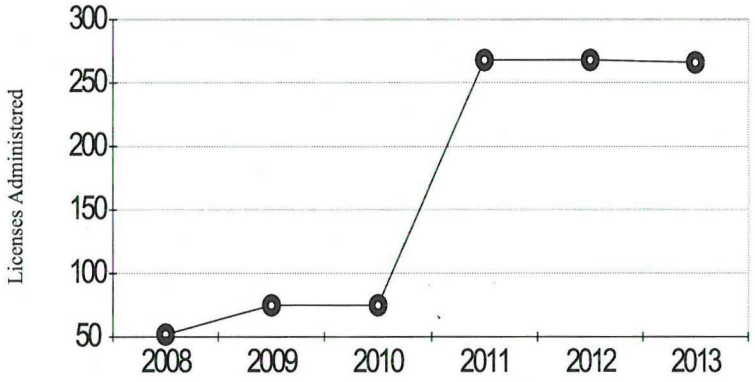
Capital Grants to Nonprofit Organizations

The Mt. Hood Cable Regulatory Commission is the grant-making body for the Community Access Capital Grant program which provides funds for technology projects to community organizations, libraries, educational institutions, and local government agencies. Funding for this program is adjusted based on the increase in revenues and accumulated balance.



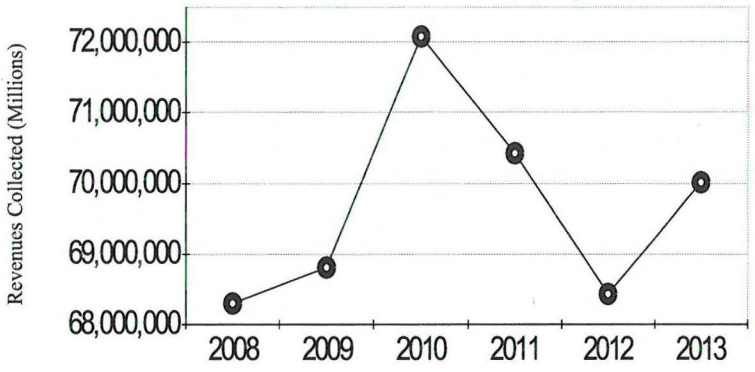
Franchisees/Utility Licenses Administered

The bureau clarified the expanded scope of the Utility License Fee (ULF) in FY 2009-10, and the PUC estimates that this will result in a 100-300% increase in the number of companies subject to the ULF. From FY 2009-10 to the current fiscal year, total franchises and utility licences adminstered grew from 75 to 268.



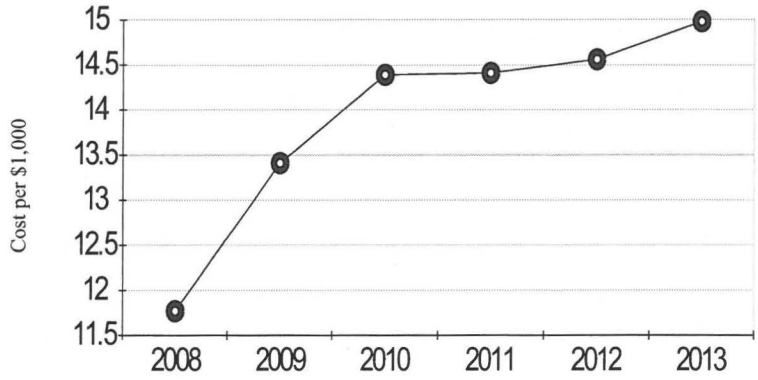
General Fund Revenues Collected

The bureau estimates collecting more than $70 million in General Fund revenues in FY 2012-13 from cable, utility, telecom, utility licenses, and various other franchises. ULF revenue spiked in FY 2009-10 due to three large audit recoveries.



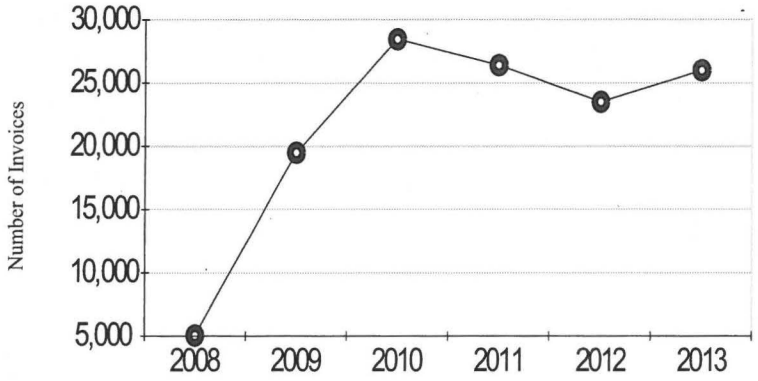
Cost per $1,000 General Fund Revenue Collected

The bureau budget for administering and collecting General Fund revenues is about 1.5% of the total General Fund revenues collected by the bureau.



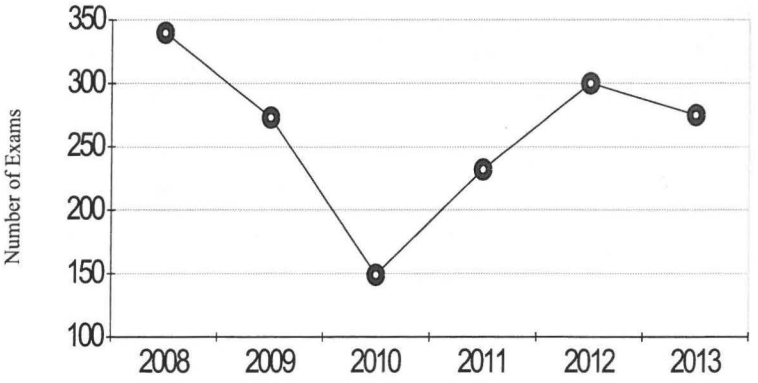
Accounts Receivable Invoices Issued

Due to the implementation of the SAP, accounts receivable invoices are now recognized for all transactions. This resulted in a dramatic increase in invoices issued, allowing better tracking of expenditures.



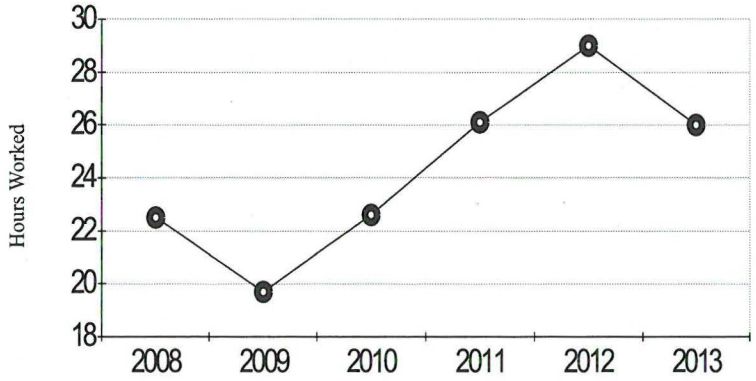
Number of Recruitments

The number of recruitments decreased during recent years. Due to current financial conditions, the number of recruitments is likely to remain constant going forward.



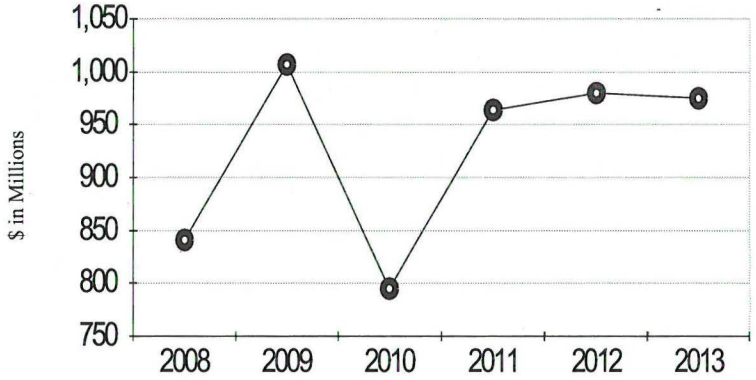
Percent of MWESB Hours Worked

The percent of minority/women contractor hours worked on City construction contracts has risen in recent years, but is expected to decline slightly in FY 2012-13 due to the end of the stimulus funding.



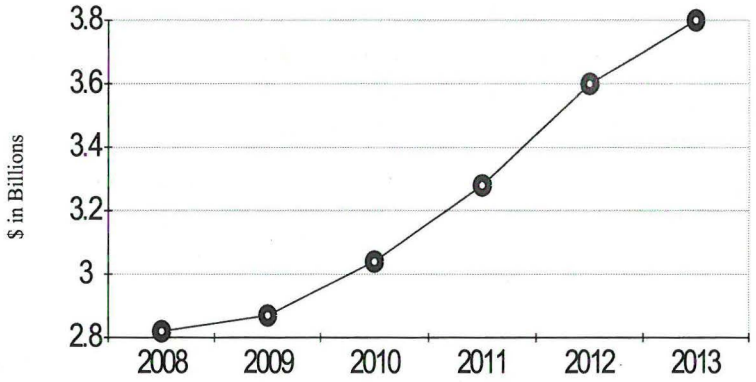
Investment Portfolio

The size of the investments managed by the Treasury has grown as a result of growth in City revenues.



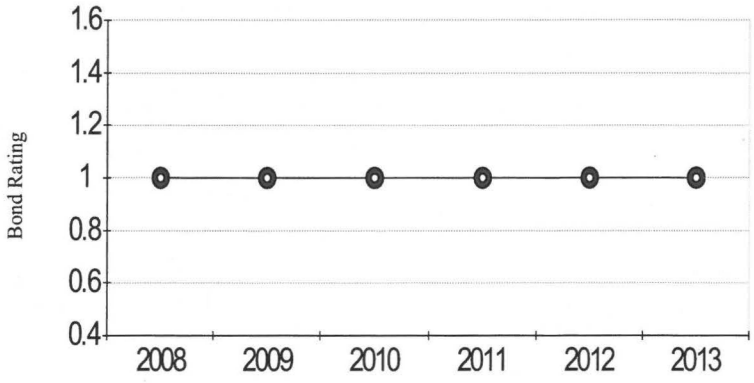
Debt Under Management

The level of debt managed by Debt Management continues to increase as the City invests in large capital projects.



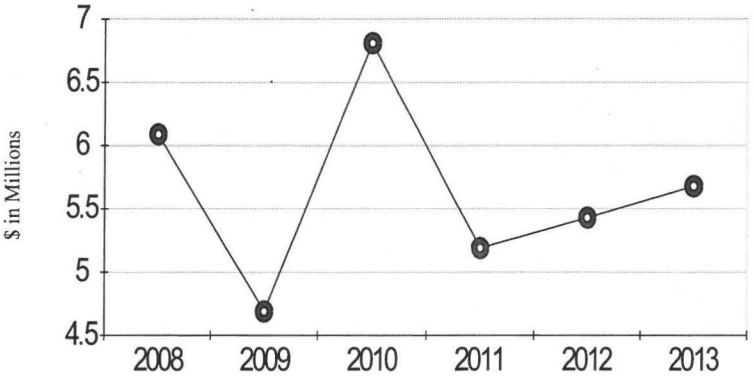
City's Unlimited Tax General Bond Rating (1=Aaa)

The City continues to maintain the highest Aaa bond rating.



Business License Tax Gap

The tax gap is the difference between business taxes and fees owed and the amount paid. The recent increases in the gap are directly related to the downturn in the economy (businesses are unable to pay the taxes). Systematic and sustained collections have held the gap to within an acceptable range.



	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
Resources					
External Revenues					
Taxes	2,287,477	3,131,679	3,625,720	3,412,000	3,412,000
Licenses & Permits	5,525,734	5,788,360	6,355,814	8,076,034	8,076,034
Charges for Services	47,039,280	52,223,010	53,455,181	57,092,081	57,092,081
Intergovernmental	11,853,591	12,924,057	41,648,721	11,697,246	11,697,246
Bond & Note	24,128,397	29,558,875	19,879,213	35,000,000	35,000,000
Miscellaneous	7,359,621	4,759,707	5,086,635	7,460,597	7,460,597
Total External Revenues	**98,194,099**	**108,385,688**	**130,051,284**	**122,737,958**	**122,737,958**
Internal Revenues					
General Fund Discretionary	28,909,068	19,067,967	23,137,451	34,197,344	34,016,606
General Fund Overhead	14,012,682	11,098,506	11,491,938	12,663,872	12,663,872
Fund Transfers - Revenue	36,154,037	7,270,966	17,461,821	9,012,318	9,025,945
Interagency Revenue	123,076,796	130,072,361	141,987,028	133,389,596	133,871,072
Total Internal Revenues	**202,152,584**	**167,509,800**	**194,078,238**	**189,263,130**	**189,577,495**
Beginning Fund Balance	147,560,182	167,532,773	180,811,461	174,190,351	174,190,351
Total Resources	**$447,906,865**	**$443,428,261**	**$504,940,983**	**$486,191,439**	**$486,505,804**
Requirements					
Bureau Expenditures					
Personnel Services	65,635,589	65,184,461	73,123,779	71,755,702	71,781,484
External Materials and Services	128,057,103	122,085,995	156,637,275	152,212,803	152,927,843
Internal Materials and Services	23,056,598	25,013,810	26,001,785	26,158,181	26,478,466
Capital Outlay	12,567,405	23,951,603	56,363,396	59,961,379	60,041,379
Total Bureau Expenditures	**229,316,695**	**236,235,869**	**312,126,235**	**310,088,065**	**311,229,172**
Fund Expenditures					
Debt Service	32,326,098	20,110,648	19,840,523	20,972,312	21,232,054
Contingency	0	0	152,713,739	144,515,338	143,648,175
Fund Transfers - Expense	18,731,299	7,238,976	20,039,450	9,087,638	9,087,638
Total Fund Expenditures	**51,057,397**	**27,349,624**	**192,593,712**	**174,575,288**	**173,967,867**
Ending Fund Balance	167,532,773	179,842,768	221,036	1,528,086	1,308,765
Total Requirements	**$447,906,865**	**$443,428,261**	**$504,940,983**	**$486,191,439**	**$486,505,804**
Divisions					
Citywide Projects	6,714,362	13,112,327	3,751,038	9,704,662	9,704,662
Office of the Chief Administrative Officer	18,574,531	23,383,278	40,214,765	49,963,156	50,243,182
Financial Services	8,031,052	7,509,656	8,718,599	8,001,357	8,001,357
Human Resources	48,700,473	49,636,678	55,435,844	57,253,009	57,253,009
Internal Business Services	76,383,629	78,317,579	123,380,281	93,384,737	93,979,835
Revenue Bureau	16,990,837	17,325,199	19,053,932	27,669,393	27,899,714
Office of Management & Finance - Special Approps	13,737,401	6,721,476	9,463,759	15,705,771	15,784,033
Technology Services	40,184,411	40,229,676	52,108,017	48,405,980	48,363,380
Total Divisions	**$229,316,695**	**$236,235,869**	**$312,126,235**	**$310,088,065**	**$311,229,172**

This table summarizes project expenses by capital programs.

Bureau Capital Program / Project	Prior Years	Revised FY 2011-12	Adopted FY 2012-13	Capital Plan FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	5-Year Total
BTS								
AIX Hardware Tech. Refresh	0	0	1,657,162	41,416	0	0	0	1,698,578
Comm. Mgmt. Suite Upgrade	0	0	0	350,000	0	0	0	350,000
Enterprise Net. Tech. Refresh	0	705,000	500,000	570,000	578,400	560,100	0	2,208,500
IRNE Const. - Fiber	2,249	209,534	75,000	65,000	65,000	65,000	65,000	335,000
IRNE Net. Tech. Refresh	149,828	208,446	180,000	30,000	30,000	30,000	30,000	300,000
IRNE Voice System Tech. Refresh	0	0	0	3,118,000	0	0	0	3,118,000
SAN Storage Expansion	684,246	1,456,754	252,000	208,000	676,000	403,000	403,000	1,942,000
Walter's Hill Radio Site	0	75,000	595,833	47,667	0	0	0	643,500
Wireless Network Expansion	0	126,000	95,000	145,000	0	0	0	240,000
Total BTS	**836,323**	**2,780,734**	**3,354,995**	**4,575,083**	**1,349,400**	**1,058,100**	**498,000**	**10,835,578**
CityFleet								
BDS Replacement	0	338,503	294,880	23,575	540,639	525,726	43,671	1,428,491
Fire Bureau Replacement	0	0	1,035,956	454,960	1,264,993	1,066,906	556,805	4,379,620
FVPL13 Police Replacement	0	0	2,087,093	1,958,047	3,824,465	3,031,541	2,209,789	13,110,935
Golf Replacement Vehicles	0	0	901,702	973,932	352,301	222,610	266,067	2,716,612
OMF Replacement	0	0	239,319	128,843	184,968	269,781	33,234	856,145
Parks Bureau Replacement	0	0	1,272,115	1,380,969	2,475,095	584,957	2,261,049	7,974,185
PBOT Replacement	0	0	2,046,793	3,600,867	2,350,671	4,117,482	6,348,134	18,463,947
Total CityFleet	**0**	**338,503**	**7,877,858**	**8,521,193**	**10,993,132**	**9,819,003**	**11,718,749**	**48,929,935**
Facilities								
Emergency Coordination Center	5,963,820	6,644,552	5,923,182	575,206	0	0	0	6,498,388
Fire GO Station 21	551,896	800,000	1,746,658	4,459,160	1,142,286	0	0	7,348,104
Police Training Facility	131,959	6,500,000	7,400,719	7,467,323	0	0	0	14,868,042
Total Facilities	**6,647,675**	**13,944,552**	**15,070,559**	**12,501,689**	**1,142,286**	**0**	**0**	**28,714,534**
Citywide Projects								
Fire RMS Re-Platforming	120,276	671,710	528,961	385,390	41,816	0	0	956,167
Radio System Replacement	0	4,881,811	5,775,399	9,856,247	24,685,944	0	0	40,317,590
RegJIN Project	364,609	1,473,560	2,686,714	5,931,451	1,057,924	0	0	9,676,089
Total Citywide Projects	**484,885**	**7,027,081**	**8,991,074**	**16,173,088**	**25,785,684**	**0**	**0**	**50,949,846**
Total Requirements	**7,968,883**	**24,090,870**	**35,294,486**	**41,771,053**	**39,270,502**	**10,877,103**	**12,216,749**	**139,429,893**

Financial Services

Overview

The Bureau of Financial Services (BFS) develops and communicates complex financial and policy information to elected officials, bureau managers, and the public; represents the City regarding financial management to external parties; provides technical support, business process advice, and policy interpretation services to City bureaus and the PDC; and provides a comprehensive range of complex financial services in support of City operations. BFS includes the following divisions: Accounting, Financial Planning, and Public Finance and Treasury.

Accounting

Description

The Accounting program provides accounting, financial reporting, and payroll services, and manages the City's corporate accounting systems and processes. Program activities include:

- Ensuring City accounting operations result in accurate, complete, and timely information.
- Establishing and maintaining Citywide accounting standards.
- Assisting the bureaus in establishing a strong system of internal accounting controls, and providing on-going review and assessment to ensure such controls are functioning as designed.
- Monitoring and processing payments, billings, accounting entries, and payroll.
- Helping City bureaus achieve fiscal compliance, accuracy, and processing timeliness.
- Monitoring accounting operations for compliance with City, State, and Federal regulations and Generally Accepted Accounting Principles (GAAP).
- Maintaining the City's Aaa credit rating from Moody's Investors Service.
- Preparing financial reports, including the City's Comprehensive Annual Financial Report (CAFR), that comply with current accounting principles and regulatory requirements.
- Managing the annual independent financial audit for accurate, complete, and timely completion to facilitate an unqualified (clean) opinion of the City's CAFR.

Goals

Accounting supports the City goal to deliver efficient, effective, and accountable municipal services and the OMF goals of ensuring long-term financial health and continuously improving City business processes by maintaining a financially healthy City government.

Performance

The program received the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting for the 31st consecutive year for the 2011 CAFR. Preparation for the 2012 CAFR has begun and it is expected to be issued on schedule and to receive a clean audit opinion from the City's independent financial auditors. The program continues to provide a full range of high quality accounting and payroll services to its internal and external customers.

Changes to Services and Activities

To accommodate the greater workload in the Technical Accounting (reporting) section, 1.5 FTEs have been reassigned from the Operational Accounting section. Additionally, accounting is absorbing a reduction of 1.0 FTE in the Operational Accounting section. This vacant position provided accounts payable and purchasing card payment processing support. The department will attempt to minimize the impact by transferring these duties to other staff. An additional reduction to the program's training budget may impact the ability to provide effective, professional-level training to staff during FY 2012-13. Governmental

accounting and reporting requirements and the City's accounting environment have grown in complexity in recent years, and there is no anticipated reduction in the workload. Finally, the program's temporary services budget was reduced, which may limit the annual audit and reporting support. The budget reductions may have a long-term impact on staff retention and accounting services.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	29.25	30.00	29.25	28.25	28.25
Expenditures					
Accounting	3,698,409	3,020,400	3,395,873	2,596,974	2,596,974
Accounting Administration	24,157	92,629	408,823	500,347	500,347
Processing and Payroll	0	171,503	19,636	311,673	311,673
Quality Assurance and Customer Relations	0	28,442	13,290	72,976	72,976
Technical Accounting	0	161,079	9,992	275,676	275,676
Total Expenditures	**3,722,566**	**3,474,053**	**3,847,614**	**3,757,646**	**3,757,646**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Effectiveness					
Number of Payroll Checks Without Error	195,426	201,106	207,139	213,353	213,353
Percent of Accounts Receivable Invoices Collected within 60 Days	66%	44%	55%	55%	55%
Efficiency					
Percent of Payroll Checks Direct Deposited	84%	89%	90%	92%	92%
Number of Manual Payroll Checks Issued	3,125	3,530	3,634	3,743	3,743
Number of Manual Accounts Payable Checks Issued	309	126	300	300	300
Workload					
Number of accounts receivable invoices issued	28,464	26,400	23,500	26,000	26,000

Financial Planning

Description

Financial Planning includes the City's financial planning and grants administration functions. Financial Planning coordinates development of the City's budget, creates the City's published budget documents, analyzes City policies and ordinances for fiscal and policy impacts, provides fiduciary oversight of the General Fund, and performs special studies. The City Economist and Financial Planning analysts produce the General Fund revenue and financial forecasts. The analysts monitor bureau expenditures and revenues, coordinate budget amendments, and provide analysis of financial plans and operating and capital budgets. Financial Planning provides consultation, training, and technical assistance to City bureaus, hosts community budget forums, and assists the Mayor and Council with budgetary decision making.

The Grants office minimizes potential financial liability by ensuring that only allowable costs are charged to grants and works to eliminate findings by grantors and auditors. The Grants office maximizes the City's cash flow from grantors, increasing interest earnings. Staff ensures new grant applications are well prepared and meet specific application requirements. The Grants office also coordinates and prepares the federally required Single Audit Report and the Federally Approved Indirect Cost Allocation Plan.

Goals

Financial Planning supports the Citywide goal of delivering efficient, effective, and accountable municipal services and the OMF goal of ensuring the long-term financial health of the City by providing accurate and objective information to the Chief Financial Officer, the Chief Administrative Officer, the Mayor, and City Council.

Performance

Performance is measured quantitatively by the accuracy of financial forecasts, the number of active federal grants, and the number of grant audit findings. The City's grants administration is recognized as a model for other jurisdictions. Other qualitative metrics include Financial Planning's ability to provide objective financial and policy recommendations to the Mayor and Council, and assist with the development and implementation of a balanced fiscal year budget. Financial Planning also plays an integral role in monitoring City revenues and expenditures and ensuring the City continues to be financially sustainable and resilient.

Changes to Services and Activities

Financial Planning added several new projects over the past two years, including budget mapping, and continued integration of the Portland Plan as a performance tool into the budget process. The FY 2012-13 Adopted Budget eliminates a full-time Senior Financial Analyst and materials and services expenses, which will delay these special projects and limit the ability of the program to respond to requests for information. The Grants office continued its work with bureaus to increase compliance with grant billing deadlines and significantly reduce the billing backlog.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	18.15	16.70	17.95	16.75	16.75
Expenditures					

Financial Services

City Support Services Service Area

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
Budget & Economics	2,299,491	2,321,499	2,072,565	1,847,232	1,847,232
Grants Management	30,771	28,025	412,421	462,954	462,954
Total Expenditures	**2,330,262**	**2,349,524**	**2,484,986**	**2,310,186**	**2,310,186**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Effectiveness					
Accuracy of Financial Forecasts (Percent within Actuals)	1.3%	2.0%	2.0%	2.0%	2.0%
Number of Grant Audit Findings	6	1	0	0	0
Workload					
Number of active grants - all types	462	376	475	475	475

Public Finance and Treasury

Description

Public Finance and Treasury provides the City's corporate Debt Management and Treasury operations. Treasury manages the City's daily cash position, develops and executes the investment strategy for all City funds, manages the City's banking relationships, and negotiates and manages all banking, trust, and merchant service agreements. Debt Management directs the City's debt program to ensure access to capital markets, handles post-debt issuance compliance and continuing disclosure, coordinates investor and rating agency relations, and provides financial analysis for special projects. Public Finance and Treasury's daily activities are critical to achievement of the City's corporate financial strategies, capital financing objectives and compliance with applicable Internal Revenue Service arbitrage rebate requirements.

Goals

Public Finance and Treasury supports the Citywide goal of delivering efficient, effective, and accountable municipal services and the OMF goal of ensuring the long-term financial health of the City through informed debt-related decisions and prudent management of the City's investment portfolio.

Performance

Public Finance and Treasury's performance is measured quantitatively by the size of and yield attained on the City's investment portfolio, the total dollar volume of debt under management, number of long-term debt issues outstanding, number of short-term borrowing programs managed, and by the City's unlimited tax general obligation bond rating.

Treasury assists all City bureaus in their cash management and merchant bankcard operations and contributes to the City's financial sustainability by distributing out portfolio earnings to all City funds. Debt Management provides City bureaus with timely access to capital markets to ensure that cost-effective funding options are available to implement capital programs. The City's Debt Management program is recognized as a model for other jurisdictions.

Changes to Services and Activities

In FY 2012-13, Public Finance and Treasury expects to implement new investment accounting, reporting and analysis software. In FY 2011-12, Debt Management published the City's first Annual Debt Report and looks forward to issuing a second report in FY 2012-13. Recent changes in financial markets and the regulatory environment are expected to continue to have significant impacts in future years, however Public Finance and Treasury has not pursued an accompanying increase in staff resources.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	0.00	0.00	13.50	10.50	10.50
Expenditures					
Debt Management	0	0	0	837,169	837,169
Treasury	0	0	0	1,096,356	1,096,356
Total Expenditures	**0**	**0**	**0**	**1,933,525**	**1,933,525**

Financial Services

City Support Services Service Area

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Effectiveness					
City's Unlimited Tax General Obligation Bond Rating (1=Aaa)	1.00	1.00	1.00	1.00	1.00
Investment portfolio yield - % of benchmark	280%	213%	125%	100%	100%
Efficiency					
Percent of Bank Reconcilliation Transactions Cleared	100%	100%	100%	100%	100%
Number of Journal Entries Processed	1,948	2,439	2,475	2,500	2,500
Workload					
Investment Portfolio (in millions)	$795	$964	$980	$975	$975
Debt Under Management (in billions)	$3.04	$3.28	$3.60	$3.80	$3.80
Number of Long-Term Debt Issues Outstanding	72	81	85	90	90
Number of Short-Term Borrowing Programs Managed	22	20	22	24	24

	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
Resources					
External Revenues					
Charges for Services	214,082	103,647	312,002	51,000	51,000
Intergovernmental	268,534	220,156	326,399	307,374	307,374
Miscellaneous	1,035,943	1,029,845	1,169,520	1,041,738	1,041,738
Total External Revenues	**1,518,559**	**1,353,648**	**1,807,921**	**1,400,112**	**1,400,112**
Internal Revenues					
General Fund Discretionary	3,334,994	2,378,379	2,539,127	2,322,297	2,322,297
General Fund Overhead	2,614,366	3,308,802	3,649,838	3,666,850	3,666,850
Interagency Revenue	563,132	490,740	721,713	612,098	612,098
Total Internal Revenues	**6,512,493**	**6,177,921**	**6,910,678**	**6,601,245**	**6,601,245**
Beginning Fund Balance	0	0	0	0	0
Total Resources	**$8,031,052**	**$7,531,569**	**$8,718,599**	**$8,001,357**	**$8,001,357**
Requirements					
Bureau Expenditures					
Personnel Services	6,091,810	5,573,134	6,469,657	6,183,188	6,183,188
External Materials and Services	694,483	610,456	944,793	661,285	655,105
Internal Materials and Services	1,244,759	1,326,066	1,304,149	1,156,884	1,163,064
Total Bureau Expenditures	**8,031,052**	**7,509,656**	**8,718,599**	**8,001,357**	**8,001,357**
Fund Expenditures					
Debt Service	0	21,913	0	0	0
Total Fund Expenditures	**0**	**21,913**	**0**	**0**	**0**
Ending Fund Balance	0	0	0	0	0
Total Requirements	**$8,031,052**	**$7,531,569**	**$8,718,599**	**$8,001,357**	**$8,001,357**
Programs					
Accounting	3,722,566	3,474,053	3,847,614	3,757,646	3,757,646
Administration & Support	(194,213)	(272,841)	0	0	0
Debt Management	986,808	828,818	902,273	0	0
Enterprise Business Solution	8,468	8,382	0	0	0
Financial Planning	2,330,262	2,349,524	2,484,986	2,310,186	2,310,186
Procurement	4,869	4,474	0	0	0
Public Finance and Treasury	0	0	0	1,933,525	1,933,525
Treasury	1,172,290	1,117,246	1,483,726	0	0
Total Programs	**8,031,052**	**$7,509,656**	**$8,718,599**	**$8,001,357**	**$8,001,357**

Class	Title	Salary Range Minimum	Salary Range Maximum	Revised FY 2011-12 No.	Revised FY 2011-12 Amount	Proposed FY 2012-13 No.	Proposed FY 2012-13 Amount	Adopted FY 2012-13 No.	Adopted FY 2012-13 Amount
30000062	Accountant I	38,064	53,123	2.00	76,686	1.00	44,516	1.00	44,516
30000063	Accountant II	49,754	60,798	2.00	119,520	2.00	120,912	2.00	120,912
30000064	Accountant III	54,787	66,893	11.00	696,816	11.00	704,166	11.00	704,166
30000559	Accountant, Assistant Systems	45,074	69,451	2.00	90,144	2.00	90,144	2.00	90,144
30000560	Accountant, Systems	57,450	76,586	1.00	72,090	1.00	75,042	1.00	75,042
30000564	Accounting Compliance Manager	69,826	93,829	1.00	92,376	1.00	93,828	1.00	93,828
30000565	Accounting Policy Manager	66,602	89,107	1.00	82,272	1.00	85,644	1.00	85,644
30000561	Accounting Supervisor	60,341	80,475	1.00	80,472	1.00	80,472	1.00	80,472
30000562	Accounting Supervisor, Sr	63,378	84,635	2.00	150,204	2.00	152,444	2.00	152,444
30000061	Accounting Technician	31,512	43,950	1.00	43,956	1.00	43,956	1.00	43,956
30000433	Administrative Specialist, Sr	41,974	64,626	3.00	158,682	2.00	123,756	2.00	123,756
30000410	Chief Financial Officer	115,398	165,381	1.00	157,515	1.00	163,080	1.00	163,080
30000563	Controller	93,288	130,291	1.00	121,140	1.00	125,694	1.00	125,694
30000573	Debt Analyst, Principal	75,109	100,048	1.00	100,044	1.00	100,044	1.00	100,044
30000572	Debt Analyst, Sr	63,378	84,635	1.00	84,636	1.00	84,636	1.00	84,636
30000574	Debt Manager	93,288	130,291	1.00	118,764	1.00	123,636	1.00	123,636
30000578	Economist, City	80,787	107,557	1.00	97,542	1.00	102,570	1.00	102,570
30000576	Economist, Sr	66,602	89,107	1.00	89,112	1.00	89,112	1.00	89,112
30000567	Financial Analyst	57,450	76,586	2.00	137,712	2.00	142,414	2.00	142,414
30000569	Financial Analyst, Principal	75,109	100,048	4.00	338,604	4.00	349,809	4.00	349,809
30000568	Financial Analyst, Sr	63,378	84,635	8.00	574,604	7.00	538,755	7.00	538,755
30000570	Financial Planning Division Manager	93,288	130,291	1.00	127,224	1.00	130,296	1.00	130,296
30000856	Investment Officer	80,787	107,557	1.00	96,002	1.00	99,929	1.00	99,929
30000012	Office Support Specialist II	31,512	43,950	3.00	119,424	2.00	87,912	2.00	87,912
30000013	Office Support Specialist III	40,310	51,896	2.00	86,592	2.00	88,160	2.00	88,160
30000464	Program Coordinator	60,341	80,475	1.00	69,405	0.00	0	0.00	0
30000580	Treasurer, City	102,648	146,952	1.00	146,952	1.00	146,952	1.00	146,952
30000581	Treasury Analyst	57,450	76,586	1.00	57,456	1.00	57,456	1.00	57,456
30001358	Treasury Analyst, Principal	69,826	93,829	1.00	93,564	1.00	93,740	1.00	93,740
30001083	Treasury Analyst, Sr	63,378	84,635	1.00	84,636	1.00	84,636	1.00	84,636
TOTAL FULL-TIME POSITIONS				60.00	4,364,146	55.00	4,223,711	55.00	4,223,711
30000567	Financial Analyst	57,450	76,586	0.25	11,429	0.50	23,709	0.50	23,709
30000460	Policy Analyst	80,787	107,557	0.45	20,430	0.00	0	0.00	0
TOTAL PART-TIME POSITIONS				0.70	31,859	0.50	23,709	0.50	23,709
TOTAL LIMITED TERM POSITIONS				0.00	0	0.00	0	0.00	0
GRAND TOTAL				60.70	4,396,005	55.50	4,247,420	55.50	4,247,420

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

Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2012-13	8,773,054	0	8,773,054	60.50	FY 2012-13 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	0	(52,700)	(52,700)	0.00	Non-represented merit pay freeze
	(88,236)	0	(88,236)	0.00	OMF interagency adjustments
	(15,000)	0	(15,000)	0.00	Reduction - accounting training
	(8,000)	0	(8,000)	0.00	Reduction - accounting temporary employee
	(59,430)	0	(59,430)	(1.00)	Eliminate Account I
	(28,722)	0	(28,722)	0.00	Reduction - space rent
	(100,360)	0	(100,360)	(1.00)	Eliminate Financial Analyst position
	(4,971)	0	(4,971)	0.00	Reduction - external materials and services
	(57,938)	0	(57,938)	0.00	Reduction - professional services in Debt
	(36,182)	0	(36,182)	0.00	Reduction - professional services in Treasury
	(54,156)	0	(54,156)	(1.00)	Eliminate OSS II in Treasury
	(266,002)	0	(266,002)	(2.00)	Transfer of Deferred Compensation staff to the Bureau of Human Resources
Approved Budget Additions and Reductions					
	0	0	0	0.00	None
Adopted Budget Additions and Reductions					
	0	0	0	0.00	None
	(718,997)	**(52,700)**	**(771,697)**	**(5.00)**	**Total FY 2012-13 Decision Packages**
			8,001,357	**55.50**	**Total Adopted Budget**

Human Resources

Overview

The Bureau of Human Resources (BHR) provides strategic leadership and management for Citywide human resources systems. These systems link to the overall business strategies of the Council and bureaus as they relate to administration and support services, benefits and wellness, classification and compensation, employment, training and development, diversity development and affirmative action, and labor relations. BHR is responsible for the development, refinement, and oversight of the City's Human Resources administrative rules and procedures, civil service board, citywide Family Medical Leave Act and Oregon Family Leave Act, Health Insurance Portability and Accountability Act, and SAP HCM business process owner. BHR also is 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 communities we serve.

BHR also manages the Police Bureau's Personnel Division, the City's health insurance programs, and provides leadership and expertise to the City Council and the Labor Management Benefit Committee in developing strategic direction for the City's benefits and wellness programs.

BHR is responsible for implementation of the following initiatives: workplace harassment and discrimination training, manager and supervisor core competency training, cultural competency training, bias reduction training, and the metro regional diversity conference in collaboration with Multnomah, Clackamas, Clark, and Washington Counties, Metro, and the Portland Development Commission. In addition, the bureau conducts ongoing outreach recruitment efforts for the City.

Operations

Description

Operations and Strategic Support consists of three functions:

The Director's Office develops and maintains the City's administrative rules and policies and provides human resource consultation to bureau directors and Council. The Director's Office manages the budget and finances of the Benefits/Wellness program, is the business process owner of SAP Human Capital Management (HCM), and administers the Citywide family leave, pre-employment medical programs, and targeted severance programs.

Benefits/Wellness manages and administers the City's employee benefit plans including medical, dental, vision, life, long-term disability, dependent care and medical expense reimbursement, and employee assistance plans. This program promotes the physical and emotional well-being of City employees through coordinating a variety of physical activities, maintaining fitness centers, and conducting educational classes on a variety of wellness topics. In addition, the 457 Deferred Compensation plan helps employees save for retirement on a tax deferred basis.

The Operations program manages, administers, and coordinates the City's human resources systems. This program is the business process owner of SAP HCM and is responsible for business process oversight to the Organization Management, Personnel Administration, and Time Administration programs. The program administers and manages the central human resources information systems and provides internal communication to employees and process stakeholders on HCM related issues and concerns. The program also administers and manages the City's college work-study program, the contract for the Child Development Center, the City's pre-employment medical program, as well as maintains central employee data and coordinates with Payroll on employee pay related issues.

Goals

Operations supports the City goal of delivering efficient, effective, and accountable municipal services and the OMF goal of enhancing customer service by offering employees and their eligible dependents health and welfare coverage that protects them against significant healthcare expenses.

Performance

Workload performance measures include employee personnel transactions reviewed, central time management transactions (payroll off-cycle check requests, quota adjustments/payouts and time pay override switch requests), organizational management transactions administered, and the percentage of employee basic pay records unlocked by the final payroll run. Benefits/Wellness performance measurements are related to obesity, cardiovascular disease, cancer, structural health (back/joint health) and stress/depression.

Changes to Services and Activities

The City continues its efforts to moderate health care costs through collaboration with the City's unions by seeking input on plan design, disease management, wellness, and other health plan initiatives. The deferred compensation function was moved to BHR effective March 1, 2012.

Human Resources

City Support Services Service Area

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	0.00	0.00	22.00	24.00	24.00
Expenditures					
Benefits/Wellness	0	0	66,000	187,099	187,099
Deferred Compensation	0	0	0	265,915	265,915
Health Insurance	0	0	3,549,402	49,049,318	49,049,318
HR Systems & Records	0	0	(116,597)	2,670,096	2,650,946
Operations	85,422	66,045	0	(19,150)	0
Total Expenditures	**85,422**	**66,045**	**3,498,805**	**52,153,278**	**52,153,278**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Workload					
Number of Participants in Benefits Program	5,610	5,576	5,576	5,576	5,576
Number of Fitness Center Enrollees	1,165	1,400	1,400	1,400	1,400
Number of Fitness Center Visitors	22,800	22,400	24,000	24,000	24,000

HR Corporate Services

Description

HR Corporate Services consists of the following five functions:

Classification/Compensation plans, designs, implements, monitors, and maintains citywide classification and compensation plans, programs, policies, and systems.

Employment and Development provides consultative services with regard to the design and implementation of citywide talent acquisition strategies and processes and programs.

Diversity Development/Affirmative Action supports the development of a diverse and culturally competent workforce.

Labor Relations oversees labor negotiations, responds to grievances and acts as the official representative of the City with nine employee bargaining units.

Citywide Training will develop and implement training programs for City bureaus, managers, supervisors, and employees.

Goals

HR Corporate Services supports the City goal of delivering efficient, effective, and accountable municipal services and the OMF goal of fostering a knowledgeable and diverse workforce by providing the legal framework for compensation, seeking high-quality candidates who can effectively do the jobs specified by City bureaus, educating the workforce to be respectful of diversity and cultural differences, planning thoughtful labor negotiation strategies, and providing Citywide training.

Performance

The number of annual classification actions submitted to Classification/Compensation are indicative of the number of items reviewed and processed through classification requests and other reviews.

The number of employment applications is projected to increase from 14,000 in FY 2011-12 to 17,000 in FY 2012-13. Streamlining work processes and implementation of NEOGOV, a new recruitment system, will allow analysts to absorb an increased recruitment workload.

Diversity Development/Affirmative Action is the percentage of diverse applicants per recruitment. The percentage is expected to continue to remain constant in FY 2012-13 at 30% for female applicants and 20% in FY 2012-13 for minority applicants.

Changes to Services and Activities

Classification/Compensation will undertake a District Council of Trade Unions (DCTU) market survey and review the non-represented compensation structure in FY 2012-13.

Employment and Development will continue to be responsible for training recruitment analysts and BHR business partners in the proper use of the new NEOGOV system.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	0.00	0.00	26.00	25.00	25.00
Expenditures					
Citywide Training	0	0	100,000	290,698	290,698

Human Resources

City Support Services Service Area

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
Class/Compensation	0	0	0	565,761	565,761
Diversity/Affirmative Action	0	0	0	365,470	365,470
Employment/Development	0	0	0	851,477	851,477
Labor Relations	0	0	0	650,252	650,252
Total Expenditures	**0**	**0**	**100,000**	**2,723,658**	**2,723,658**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Effectiveness					
Percentage of Recruitments Meeting Original or Renegotiated Timelines	96%	96%	98%	98%	90%
Percentage of female applicants per recruitment	22%	28%	30%	30%	30%
Percentage of minority applicants per recruitment	20%	21%	20%	20%	20%
Workload					
Number of Classification Actions Annually	491	445	450	450	450
Total Number of Grievances Received by the LR System	158	106	100	100	100
Employment Exams Posted	149	232	300	325	275
Number of Participant Training Hours Coordinated or Presented by BHR	8,019	5,698	8,500	8,500	8,500
Number of Employment Applications Received	11,825	18,864	14,000	17,000	14,000
Number of Interim & Successor Agreement Negotiations	7	11	35	35	35
Number of Labor Relations Training Sessions	15	31	75	70	75

Site Teams

Description

The Site Teams and Police HR provide human resources consultation, services, and training to City bureaus to ensure that bureau directors, managers, supervisors, and the entire City workforce have immediate access to BHR professionals in support of their business and work-related needs. These HR professionals facilitate bureaus' use of all human resources programs and coordinate a Citywide approach to the application of rules, policies, and best practices.

Goals

Site Teams support the City's goal to deliver efficient, effective, and accountable municipal services and the OMF goal of fostering a knowledgeable and diverse workforce through developing and conducting training for managers and supervisors, as well as providing guidance on performance management and workforce development. The Site Teams also assist bureaus in attracting, managing, developing, and retaining their workforce so that bureau managers have the resources needed to achieve citywide goals and priorities.

Performance

The performance measures for the Site Teams and Police HR indicate the level of investment of the City in managing its workforce and are used as a standard comparison with other organizations. The Site Teams completed revisions and are implementing manager and supervisory training. They also developed and implemented workplace violence prevention training, performance evaluation training, and have introduced a mentorship program in OMF. In early 2012, the group will introduce a talent development program to assist with building bench strength for key positions likely to be vacated through retirements.

Changes to Services and Activities

The Site Teams and Police HR are focusing on improved customer service through a variety of activities in FY 2012-13. These include collaboration with customer bureaus and stakeholders to design human resources programs that recognize the contributions of their workforce, maximize service to the public, and meet the Council's community involvement and budgetary goals. They will continue assisting Diversity Development/Affirmative Action in delivering training to customer bureaus.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	20.00	20.00	20.00	20.00	20.00
Expenditures					
Site Teams	2,496,519	2,595,174	2,308,973	2,376,073	2,376,073
Total Expenditures	**2,496,519**	**2,595,174**	**2,308,973**	**2,376,073**	**2,376,073**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Efficiency					
City Employees per BHR Employee	95	98	96	96	96
Cost of Providing HR Service per City FTE	$1,097	$1,293	$1,293	$1,293	$1,293

Human Resources

Summary of Division Budget

City Support Services Service Area

	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
Resources					
External Revenues					
Charges for Services	38,838,837	43,943,951	45,526,701	44,337,839	44,337,839
Miscellaneous	1,277,355	458,173	1,171,289	4,126,066	4,126,066
Total External Revenues	**40,116,192**	**44,402,124**	**46,697,990**	**48,463,905**	**48,463,905**
Internal Revenues					
General Fund Discretionary	3,162,636	2,924,837	3,726,607	2,716,339	2,716,339
General Fund Overhead	3,244,464	3,595,106	3,264,067	4,691,437	4,691,437
Fund Transfers - Revenue	255,892	325,543	441,500	500,000	501,402
Interagency Revenue	1,434,792	783,970	532,076	0	0
Total Internal Revenues	**8,097,785**	**7,629,456**	**7,964,250**	**7,907,776**	**7,909,178**
Beginning Fund Balance	16,525,785	15,705,501	17,492,180	18,689,380	18,689,380
Total Resources	**$64,739,761**	**$67,737,081**	**$72,154,420**	**$75,061,061**	**$75,062,463**
Requirements					
Bureau Expenditures					
Personnel Services	6,917,602	6,982,446	7,550,232	7,622,150	7,622,150
External Materials and Services	40,550,304	41,412,483	46,549,950	48,457,425	48,407,425
Internal Materials and Services	1,232,566	1,241,749	1,335,662	1,173,434	1,223,434
Total Bureau Expenditures	**48,700,473**	**49,636,678**	**55,435,844**	**57,253,009**	**57,253,009**
Fund Expenditures					
Debt Service	19,728	21,273	7,258	26,660	25,917
Contingency	0	0	15,885,333	17,180,754	17,182,899
Fund Transfers - Expense	314,059	586,945	825,985	600,638	600,638
Total Fund Expenditures	**333,787**	**608,218**	**16,718,576**	**17,808,052**	**17,809,454**
Ending Fund Balance	15,705,501	17,492,185	0	0	0
Total Requirements	**$64,739,761**	**$67,737,081**	**$72,154,420**	**$75,061,061**	**$75,062,463**
Programs					
Accounting	59,484	67,297	0	0	0
Administration & Support	1,599,275	1,836,218	2,501,406	0	0
Benefits	40,948,280	42,162,544	1,593,787	0	0
Class/Compensation	540,041	513,051	531,461	0	0
Diversity Development/Affirmative Action	561,764	408,105	467,916	0	0
Employment & Development	1,058,009	1,018,644	1,204,027	0	0
Health Insurance	0	0	42,458,904	0	0
HR Corporate Services	0	0	100,000	2,723,658	2,723,658
Labor Relations	699,795	722,627	770,565	0	0
Operations	85,422	66,045	3,498,805	52,153,278	52,153,278
Procurement	0	51,117	0	0	0
Site Teams	2,496,519	2,595,174	2,308,973	2,376,073	2,376,073
Special Appropriation - City Support Services	651,885	195,856	0	0	0
Total Programs	**48,700,473**	**$49,636,678**	**$55,435,844**	**$57,253,009**	**$57,253,009**

Class	Title	Salary Range Minimum	Salary Range Maximum	Revised FY 2011-12 No.	Revised FY 2011-12 Amount	Proposed FY 2012-13 No.	Proposed FY 2012-13 Amount	Adopted FY 2012-13 No.	Adopted FY 2012-13 Amount
30000063	Accountant II	49,754	60,798	1.00	49,752	1.00	55,212	1.00	55,212
30000434	Administrative Assistant	45,074	69,451	1.00	72,924	1.00	72,924	1.00	72,924
30000433	Administrative Specialist, Sr	41,974	64,626	0.00	0	1.00	38,268	1.00	38,268
30000436	Administrative Supervisor I	54,725	72,925	1.00	72,924	1.00	72,924	1.00	72,924
30001586	Affirmative Action/Diversity Analyst, Sr	57,450	76,586	1.00	60,523	1.00	63,004	1.00	63,004
30000530	Affirmative Action/Diversity Manager	80,787	107,557	1.00	69,096	1.00	71,928	1.00	71,928
30000539	Benefits Analyst	57,450	76,586	2.00	153,168	2.00	153,168	2.00	153,168
30001535	Benefits Coordinator	63,378	84,635	1.00	74,916	1.00	77,476	1.00	77,476
30000541	Benefits Manager	80,787	107,557	1.00	102,048	1.00	106,224	1.00	106,224
30000538	Benefits Specialist	54,725	72,925	2.00	129,672	2.00	134,558	2.00	134,558
30000533	Classification/Compensation Analyst, Sr	57,450	76,586	2.00	138,876	2.00	141,432	2.00	141,432
30000534	Classification/Compensation Coordinator	63,378	84,635	1.00	84,636	1.00	84,636	1.00	84,636
30000535	Classification/Compensation Manager	80,787	107,557	1.00	107,556	1.00	107,556	1.00	107,556
30000527	Employment & Development Coordinator	63,378	84,635	1.00	84,636	1.00	84,636	1.00	84,636
30000528	Employment & Development Manager	80,787	107,557	1.00	104,100	0.00	26,484	0.00	26,484
30000569	Financial Analyst, Principal	75,109	100,048	1.00	98,784	1.00	100,044	1.00	100,044
30000521	Human Resources Analyst	54,725	72,925	1.00	72,924	1.00	72,924	1.00	72,924
30000522	Human Resources Analyst, Sr	57,450	76,586	6.00	446,409	6.00	452,009	6.00	452,009
30000523	Human Resources Coordinator	63,378	84,635	13.00	1,065,124	13.00	1,073,879	13.00	1,073,879
30000409	Human Resources Director	126,942	181,917	1.00	181,920	1.00	181,920	1.00	181,920
30000526	Human Resources Director, Assistant	102,648	146,952	1.00	146,952	1.00	146,952	1.00	146,952
30000525	Human Resources Manager, Police	80,787	107,557	1.00	107,556	1.00	107,556	1.00	107,556
30000524	Human Resources Site Team Manager	80,787	107,557	3.00	322,668	3.00	322,668	3.00	322,668
30001633	Human Resources System Manager	80,787	117,686	1.00	110,052	1.00	115,084	1.00	115,084
30000520	Human Resources Technician	45,074	69,451	10.00	564,284	10.00	580,057	10.00	580,057
30000536	Labor Relations Coordinator	69,826	93,829	4.00	313,590	4.00	318,291	4.00	318,291
30000537	Labor/Employee Relations Manager	80,787	123,698	1.00	80,784	1.00	83,820	1.00	83,820
30000451	Management Analyst	57,450	76,586	1.00	76,584	1.00	76,584	1.00	76,584
30000011	Office Support Specialist I	28,683	39,832	1.00	33,102	1.00	35,001	1.00	35,001
30000012	Office Support Specialist II	31,512	43,950	4.00	175,824	4.00	175,824	4.00	175,824
30000013	Office Support Specialist III	40,310	51,896	1.00	51,900	1.00	51,900	1.00	51,900
30000464	Program Coordinator	60,341	80,475	1.00	75,792	2.00	150,637	2.00	150,637
30000463	Program Specialist	54,725	72,925	1.00	54,732	1.00	56,415	1.00	56,415
30001708	Training & Development Manager	75,109	100,048	1.00	100,044	1.00	100,044	1.00	100,044
TOTAL FULL-TIME POSITIONS				70.00	5,383,852	71.00	5,492,039	71.00	5,492,039
TOTAL PART-TIME POSITIONS				0.00	0	0.00	0	0.00	0
TOTAL LIMITED TERM POSITIONS				0.00	0	0.00	0	0.00	0
GRAND TOTAL				70.00	5,383,852	71.00	5,492,039	71.00	5,492,039

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

Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2012-13	57,298,765	0	57,298,765	70.00	FY 2012-13 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	0	(39,816)	(39,816)	0.00	Non-represented merit pay freeze
	(39,092)	(1,362)	(40,454)	0.00	OMF interagency adjustments
	(43,935)	0	(43,935)	0.00	Reduction - external materials and services
	(36,000)	0	(36,000)	0.00	Labor position reclassification
	(144,215)	0	(144,215)	(1.00)	Eliminate Senior Manager position
	266,002	0	266,002	2.00	Transfer of Deferred Compensation staff
	(7,338)	0	(7,338)	0.00	Health Fund technical adjustment
Approved Budget Additions and Reductions					
	0	0	0	0.00	None
Adopted Budget Additions and Reductions					
	0	0	0	0.00	None
	(4,578)	**(41,178)**	**(45,756)**	**1.00**	**Total FY 2012-13 Decision Packages**
			57,253,009	**71.00**	**Total Adopted Budget**

Bureau of Internal Business Services

Overview

The Bureau of Internal Business Services (BIBS) is the central provider for an array of internal services, programs and activities to support all City bureau operations, which include: CityFleet, Facilities Services, Printing & Distribution, Procurement Services, and Risk Management. Each program provides a variety of services that operate efficiently and economically; meets or exceeds federal, state and local standards; and provides superior customer satisfaction. BIBS staff members are instrumental in developing and implementing City policies and procedures that reflect the city's leading edge approach to social, environmental, and economic goals.

Fleet Services

Description

CityFleet procures, maintains, and repairs City vehicles and equipment. Maintenance is performed on a technologically diverse fleet ranging from Police patrol cars, dump trucks, hybrid and all electric vehicles, and construction equipment. CityFleet manages over 2,950 vehicles and pieces of equipment, operates eight fueling stations and seven maintenance facilities, provides new vehicle outfitting, repair, maintenance, auto body work, welding, machining, project design, and metal fabrication. CityFleet is also responsible for maintaining emergency generators, renting construction equipment, and disposing of vehicles at the end of the economic lifecycles. Additionally, CityFleet operates a central motor pool shared by bureaus that only have an occasional need for vehicles.

Goals

CityFleet supports the City goals of delivering efficient, effective, and accountable municipal services and the OMF goals of enhancing customer service, fostering a knowledgeable and diverse workforce, and continuously improving business processes by managing the City's vehicles and equipment in a cost effective and efficient manner.

Performance Measures

CityFleet's performance and achievements were recognized nationally as the #1 Fleet in North America for 2011. CityFleet's numerous accomplishments include maintaining cost effective and competitive services with labor rates and fuel charges below the Portland market, 95% fleet availability, 95% customer service satisfaction, and completing 70% of vehicle and equipment repairs within 24 hours. CityFleet continues to implement green initiatives, including using B-20 biodiesel for the entire diesel fleet and implementing hybrid technologies. CityFleet focuses on inter-bureau communication and problem solving, and supports employee safety, training, and job satisfaction.

Changes to Services and Activities

CityFleet is an Internal Service Fund and service levels are driven by customer demand. FY 2012-13 activities include efforts to respond to City Council policy to transition 20% of the City's fleet to electrical vehicles by 2030.

CityFleet is continually looking for ways to increase efficiencies and optimize the fleet to lower operational costs. For FY 2012-13, CityFleet re-evaluated the length of a vehicle's useful life and adjusted the life cycles on some vehicles. By selectively extending certain life cycles, the department cut its costs with the least impact to the City. However, cuts could impact CityFleet's performance measure of 95% vehicle availability.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	0.00	0.00	77.00	77.00	77.00
Expenditures					
Maintenance and Repair	0	0	32,677	17,664,111	17,664,111
New and Replacement Acqs	0	0	1,714,168	10,399,758	10,479,758
Vehicle Pool	0	0	10,000	56,607	56,607
Total Expenditures	**0**	**0**	**1,756,845**	**28,120,476**	**28,200,476**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Effectiveness					
Average availability of the fleet	95%	96%	95%	95%	90%
Percentage of total fleet vehicles that are leased	5.0%	0.5%	5.0%	5.0%	5.0%
Percent of time spent on scheduled vs. unscheduled repair (preventive maintenance compliance)	88%	92%	70%	70%	70%
Percent of customers rating acquisition service satisfaction "usually" or "always"	93%	98%	95%	95%	95%
Percent of customers rating repair service satisfaction "usually" or "always"	96%	98%	95%	95%	95%
Efficiency					
Percentage of usage against availability	82%	82%	80%	80%	80%
Instock parts fill rate (goal to have parts available for efficient repair process)	80%	82%	80%	80%	80%
Percent of acquisition projects under budget	95%	95%	90%	90%	90%
Percent of CityFleet vehicles that utilize alternate fuel and hybrid technology	35%	40%	40%	40%	40%
Workload					
Number of new vehicles purchased	324	299	300	225	225
Percent of fleet purchase completed by 12/31	65%	67%	65%	65%	65%

Facilities Services

Description

Facilities Services provides five primary activities: Property Management, Project Management, Operation and Maintenance, LEED-EB, and ADA/Title II. Property Management evaluates real property transactions and negotiates the acquisition and disposal of real property. Project Management provides services for the development of new buildings, major maintenance projects, Fire General Obligation Bond construction projects, parking garage major maintenance projects, and other tenant improvement projects requested by bureaus. Operations and Maintenance provides 24/7 building operation, maintenance and repair including preventive maintenance of HVAC, electrical, and plumbing in City-owned facilities. LEED for Existing Buildings (LEED EB) ensures compliance with City Council policy on LEED efforts, and ADA/Title II provides Citywide ADA/Title II monitoring and support.

Goals

Facilities Services supports the City goals of delivering efficient, effective, and accountable municipal services and the OMF goal of strengthening stewardship of the City's resources through preserving infrastructure and ensuring a safe community by upgrading facilities to better survive natural disasters.

Performance

Property Management manages or provides facilities services to over 1.67 million square feet owned by the City and leased to others, with an annual rent of $2.3 million. There is also approximately 250,000 square feet of privately-owned property leased by the City for City use. Property managers administer occupancy agreements for bureaus in City-owned buildings. Project Management manages projects with a total value of over $8.6 million in FY 2011-12. Facilities Operations and Maintenance completed over 8,800 scheduled and requested work orders during FY 2010-11. The square foot per maintenance FTE was 275,770. Buildings in the Facilities portfolio are maintained in good or better condition (based on annual inspections) according to the facility condition index.

Changes to Services and Activities

Facilities added new capital projects for FY 2012-13, including construction on the Emergency Coordination Center. Facilities completed Fire Station 31 and Station 18, and the Station 21 project is underway. Facilities added the new Police Training Facility to its portfolio in May 2012 and has started the renovation to include a 24-lane shooting range, offices, classroom and tactical training areas. Major maintenance projects continue, including efforts to secure stimulus grant funds for Union Station projects. Facilities will add the Kelly Building to its portfolio of City-owned buildings in June 2012.

Financial impact of the FY 2012-13 budget will require a reduction in employee comfort and convenience. Reductions in the maintenance and operating budget will require employees to remove their own trash and adjust to slightly warmer or colder building temperatures. In addition, callers to Facilities Dispatch Center may have longer waiting times. Facilities will continue to reduce paper consumption and waste by installing electric hand dryers in restrooms.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	0.00	0.00	36.00	33.92	33.92
Expenditures					

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
Facilities Services	0	0	19,830	20,225	20,225
Operations and Maintenance	0	0	2,328	22,469,224	22,680,224
Project Management	0	0	7,340,582	16,092,312	16,413,742
Property Management	0	0	0	248,630	248,630
Support Services	0	0	0	1,472,837	1,472,837
Total Expenditures	**0**	**0**	**7,362,740**	**40,303,228**	**40,835,658**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Effectiveness					
Percentage of City facilities maintained in good or better condition	95%	95%	93%	94%	94%
Efficiency					
Portfolio management - Total square footage per property management employee	685,529	685,629	776,581	797,864	797,864
Square foot of portfolio per maintenance FTE	275,000	275,000	275,770	277,089	277,089
Workload					
Portfolio size - Total square footage of facilities managed	1,371,259	1,371,259	1,553,162	1,595,728	1,595,728
Number of internal leases	91	90	137	140	140
Number of external leases	50	50	51	52	52
Value of capital projects completed	$8,260,000	$13,251,664	$9,000,000	$11,550,000	$11,550,000
Number of work orders completed for scheduled maintenance	3,361	3,511	3,528	3,550	3,550
Number of work orders completed for customer service requests	5,966	5,364	6,123	6,200	6,200

Printing & Distribution

Description

Printing & Distribution (P&D) 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 electronically through the City's website, the interoffice mail system, and at the two downtown P&D customer service counters.

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. P&D's mission is to be the printer of choice for all City operations.

Goals

P&D supports the City's goal of delivering efficient, effective and accountable municipal services. While the program's activities aim to fulfill all OMF goals, they most directly support the goal of continuously improving business practices through competitive pricing and services.

Performance

P&D continues to keep its main copy center rate at a very competitive rate of $.031 per sheet. With increased public outreach, the mail volume per Distribution employee is expected to be over 900,000 pieces for FY 2012-13.

Changes to Services and Activities

P&D is continuing to work closely with our Microfilm customers. This area of our program may experience a loss of revenue due to changed business processes in other bureaus. In response to the financial impact of the FY 2012-13 budget, P&D will extend the useful life of all bureau copier/printers. This adjustment will not produce any immediate service changes, but may result in increased maintenance issues in future years. P&D will also reduce the number of scheduled pick-ups and deliveries to lower volume, outlying City offices.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	0.00	0.00	22.00	20.00	20.00
Expenditures					
Copy Services	0	0	6,249	295,763	295,763
Distribution	0	0	6,113	2,479,892	2,462,432
Duplicating	0	0	20,867	3,498,957	3,499,085
Imaging	0	0	90,000	172,804	172,804
Total Expenditures	**0**	**0**	**123,229**	**6,447,416**	**6,430,084**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Effectiveness					
Percentage of work shipped on time	99.0%	99.6%	99.0%	99.0%	99.0%
Work shipped on time	100.0%	100.0%	100.0%	100.0%	100.0%
Efficiency					
Basic Copy Center Rate	$0.0300	$0.0300	$0.0310	$0.0300	$0.0300
Total number of pieces mailed per distribution employee	1,253,498	894,127	900,000	850,000	1,000,000
Workload					
Total number of in-bureau copies	18,230,000	16,500,000	18,000,000	15,500,000	15,500,000
Total number of work orders completed	20,542	19,792	20,000	18,500	18,500
Total number of copy center sheets	11,840,000	10,800,000	11,000,000	10,800,000	10,800,000
Total number of press impressions	9,600,000	7,250,000	8,000,000	7,000,000	7,000,000
Total Number of Digital Color Prints (in millions)	NA	1.45	1.40	1.55	1.55

Procurement Services

Description

Procurement Services provides leadership, policy development, oversight and management of the City's procurement and contracting processes and supports the Fair Contracting and Employment Strategy. Reporting to the BIBS Director, the Chief Procurement Officer (CPO) provides operational management and strategic planning for the division. CPO responsibilities include awarding 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, adopting procedures and administrative rules, and resolving protests of contract award decisions. Three teams report to the Chief Procurement Officer; Administrative Services, Procurement and Outside Services:

- Administrative Services oversees budget development, internal business and operational needs, policy and procedure development, and management of the Minority Evaluator and Sustainable Procurement programs.
- Procurement teams work with City bureaus to develop, solicit and contract public improvement projects; acquire commodities and services while incorporating sustainability and best practices and advanced procurement methodologies; procure and negotiate contracts for information technology hardware, software and systems; and provide expertise and oversight for the acquisition of Professional, Technical and Expert (PTE) services.
- Outside Services team provides program and procedure development for the Fair Contracting and Employment Strategy, the City's foundation for providing opportunities to minority-owned, women-owned and emerging small business (M/W/ESB) firms. Members of the Outside Services team manage the workforce, project manager training, PTE marketing and outreach and Sheltered Market Program. In addition, staff perform subcontractor and workforce compliance services for the Portland Development Commission and Home Forward through intergovernmental agreements.

Goals

Federal and state laws, City Code, and Council directives mandate the services and oversight functions provided by Procurement Services. Activities link to all City goals and further support the OMF goal of long-term financial health, in addition to supporting economic development strategies through the promotion of opportunities for women-owned, minority-owned and emerging small businesses.

Performance

Program efficiency is measured by the number of procurements successfully completed during the fiscal year. Effectiveness is measured by the use of M/W/ESB firms as prime and sub contractors, as well as having a diverse workforce by requiring the use of minority and women workers on City construction projects. The efficiency of the procurement card program is measured by the number of cards issued and annual expenditures.

Changes to Services and Activities

During FY 2012-13, Procurement will implement program and procedure updates resulting from Disparity Study stakeholder recommendations. Continued funding for the Minority Evaluator program and one-time funding in FY 2012-13 will allow temporary staff to provide crucial compliance services under the FY 2009-10 Local Stimulus initiative.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	31.00	30.00	39.00	41.00	42.00
Expenditures					
Outside Services	0	0	0	870,494	870,494
Procurement	2,875,397	4,031,403	4,173,835	0	0
Procurement Services	0	0	43,364	4,298,810	4,298,810
Total Expenditures	**2,875,397**	**4,031,403**	**4,217,199**	**5,169,304**	**5,169,304**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Effectiveness					
Percent of apprenticeship hours worked on City contracts	17.91%	18.80%	19.50%	19.00%	19.00%
Percent of minority/women hours worked on City construction contracts	22.6%	26.1%	29.0%	26.0%	26.0%
Number of prime contracts awarded to MWESB contractors	111	99	88	90	90
Percent of all subcontract dollars awarded to MWESB subs for construction and professional services contracts	25%	35%	36%	36%	36%
Efficiency					
Total number of procurement card transactions	57,842	56,305	54,500	52,000	52,000

Risk Management

Description

Risk Management consists of five functional areas: Tort Liability Management, Workers' Compensation, Occupational Health & Infectious Disease, Insurance and Self-Insurance, and Loss Prevention.

- Tort Liability Management oversees the City's self-insured and self-administered general tort and fleet liability operations, evaluating and adjusting all tort claims filed against the City.
- Workers' Compensation manages the City's self-insured, self-administered workers' compensation services consisting of claims payments, legal expenses, and the cost of the workers' compensation excess claims policy.
- Occupational Health & Infectious Disease manages services including immunizations, 24/7 follow-up of blood-borne pathogen exposures, and leads the citywide point of distribution (POD) program in the event of a public health emergency.
- Insurance is responsible for administering, coordinating and controlling all activities related to commercial and self-insurance policies.
- Loss Prevention provides leadership and coordination of citywide efforts to prevent and control losses due primarily to tort liability, fleet accidents, fidelity, and workforce injuries.

Goals

Risk Management supports the City goal of delivering efficient, effective, and accountable municipal services and the OMF goals of ensuring long-term financial health and continuously improving business processes by providing reliable and timely risk management services.

Performance

Risk Management completed insured value appraisals of $1.7 billion of insured City property in FY 2011-12. An improved covered content inventory is being developed. An executive level stakeholder advisory group has been convened and is scheduled to meet through December 2012. It is focusing on property insurance to assure protection of the City's fixed assets. Risk Management also helped the Portland Police Bureau successfully establish an OSHA-compliant hearing conservation program, which included workplace noise surveys, audiometric testing, and hearing protection training for 960 police officers in the fall of 2011. Loss Prevention has been conducting additional noise surveys in all major bureaus. Ergonomic services helped City employees remain on the job by accessing $93,000 worth of equipment and service through their disability insurance benefits. Over $140,000 in equipment and wage recovery has been returned to bureaus through services to help employees stay working on the job through state workers' compensation benefits.

Changes to Services and Activities

The POD program's final stage of implementation will continue through December 2012. Following the completion of noise surveys, Loss Prevention will review and amend the hearing conservation service contracts. Work has begun on the Driving and Fleet Safety program that will continue through 2013. In FY 2012-13, Risk Management continues the process of acquiring and implementing a risk management information system (RMIS) to replace the current aging claims transaction database.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	0.00	0.00	21.00	20.00	20.00
Expenditures					
Commercial Insurance	0	0	0	1,495,566	1,495,566
Liability	0	0	28,531	7,384,925	7,384,925
Loss Prevention	0	0	0	696,081	696,081
Occupational Health	0	0	0	194,754	194,754
Risk Management	0	0	0	97	97
Workers' Comp	0	0	21,607	3,572,890	3,572,890
Total Expenditures	**0**	**0**	**50,138**	**13,344,313**	**13,344,313**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Effectiveness					
Incurred cost of general liability claims per $100 payroll	$0.90	$0.62	$1.75	$0.62	$0.62
Incurred cost of fleet liability claims per 100,000 miles driven	$4,120	$2,303	$4,750	$2,600	$2,600
Annual cost of City's property premium based on market conditions	$959,000	$869,100	$1,149,924	$132,500	$1,322,500
Efficiency					
Number of general liability claims per 200,000 hours worked	8.80	8.23	9.50	8.23	8.23
Number of fleet liability claims per 100,000 miles driven	0.76	0.82	1.12	0.82	0.82

Internal Business Services

City Support Services Service Area

Summary of Division Budget

	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
Resources					
External Revenues					
Charges for Services	992,556	1,007,852	1,065,961	1,276,626	1,276,626
Intergovernmental	3,512,133	4,324,479	8,970,319	3,099,759	3,099,759
Bond & Note	238,932	7,789,220	19,879,213	0	0
Miscellaneous	3,438,706	2,394,407	1,672,330	1,555,234	1,555,234
Total External Revenues	**8,182,326**	**15,515,958**	**31,587,823**	**5,931,619**	**5,931,619**
Internal Revenues					
General Fund Discretionary	1,246,495	1,155,506	1,289,454	1,650,543	1,650,543
General Fund Overhead	2,775,125	3,216,231	3,312,822	2,815,584	2,815,584
Fund Transfers - Revenue	3,500,720	4,985,149	3,953,495	4,410,102	4,343,908
Interagency Revenue	68,844,500	70,823,913	75,898,912	71,659,853	72,254,575
Total Internal Revenues	**76,366,840**	**80,180,799**	**84,454,683**	**80,536,082**	**81,064,610**
Beginning Fund Balance	94,184,302	91,701,859	100,450,590	102,446,755	102,446,755
Total Resources	**$178,733,469**	**$187,398,616**	**$216,493,096**	**$188,914,456**	**$189,442,984**
Requirements					
Bureau Expenditures					
Personnel Services	16,975,011	17,065,495	18,980,504	18,625,836	18,625,836
External Materials and Services	40,948,744	39,214,394	65,009,921	44,920,057	45,435,295
Internal Materials and Services	8,139,303	8,603,699	9,856,736	10,341,331	10,341,191
Capital Outlay	10,320,572	13,433,991	29,533,120	19,497,513	19,577,513
Total Bureau Expenditures	**76,383,629**	**78,317,579**	**123,380,281**	**93,384,737**	**93,979,835**
Fund Expenditures					
Debt Service	6,545,798	6,465,327	6,551,791	8,038,629	8,301,887
Contingency	0	0	82,579,016	85,730,013	85,400,185
Fund Transfers - Expense	4,102,182	3,659,772	3,982,008	1,761,077	1,761,077
Total Fund Expenditures	**10,647,980**	**10,125,099**	**93,112,815**	**95,529,719**	**95,463,149**
Ending Fund Balance	91,701,859	98,955,938	0	0	0
Total Requirements	**$178,733,469**	**$187,398,616**	**$216,493,096**	**$188,914,456**	**$189,442,984**
Programs					
Administration & Support	4,698,854	3,311,073	891,003	0	0
Administration & Support	5,167,594	3,576,482	127,600	0	0
Commercial Insurance	1,735,949	1,245,808	1,513,331	0	0
Copy Services	317,754	497,447	427,492	0	0
Distribution	2,260,304	1,968,902	2,488,906	0	0
Duplicating	3,760,731	3,680,072	3,911,329	0	0
Enterprise Operations Management	145,507	147,313	222,575	0	0
Facilities Services	0	0	7,362,740	40,303,228	40,835,658
Fire Station Renovation & Construction	250	86,831	3,426,509	0	0
Fleet Services	0	0	1,756,845	28,120,476	28,200,476
Fuel Management	(38,065)	(23,293)	0	0	0
Liability	6,634,469	5,966,077	12,511,499	0	0
Loss Prevention	575,345	597,794	725,860	0	0
Maintenance & Repair	16,347,480	17,084,503	17,605,024	0	0
Microfilm	164,723	137,625	128,756	0	0
New & Replacement Acquisitions	7,122,461	9,567,300	13,699,365	0	0
Occupational Health & Infectious Disease	183,323	186,129	222,113	0	0

	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
Operations and Maintenance	13,908,663	14,328,971	27,871,627	0	0
Outside Services	1,074,211	1,035,658	1,113,263	0	0
Printing & Distribution	0	0	123,229	6,447,416	6,430,084
Procurement	2,875,397	4,031,403	4,217,199	5,169,304	5,169,304
Project Management Office	5,229,138	6,207,159	18,485,620	0	0
Property Management	341,732	923,156	322,188	0	0
Recreation	2,726	765	0	0	0
Risk Management	0	0	50,138	13,344,313	13,344,313
Rose Quarter	121	0	0	0	0
Special Appropriations - Community Development	81,162	0	0	0	0
Vehicle Pool	64,436	65,158	75,167	0	0
Workers' Compensation	3,729,364	3,695,246	4,100,903	0	0
Total Programs	**76,383,629**	**$78,317,579**	**$123,380,281**	**$93,384,737**	**$93,979,835**

Class	Title	Salary Range		Revised FY 2011-12		Proposed FY 2012-13		Adopted FY 2012-13	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000434	Administrative Assistant	45,074	69,451	3.00	153,000	3.00	157,345	3.00	157,345
30000433	Administrative Specialist, Sr	41,974	64,626	1.00	53,512	1.00	55,710	1.00	55,710
30000436	Administrative Supervisor I	54,725	72,925	1.00	72,924	1.00	72,924	1.00	72,924
30000437	Administrative Supervisor II	57,450	76,586	1.00	76,584	0.00	19,128	0.00	19,128
30000125	Auto Body Restorer	51,979	56,472	4.00	221,400	4.00	221,400	4.00	221,400
30000448	Business Systems Analyst	57,450	76,586	1.00	76,584	1.00	76,584	1.00	76,584
30001208	Chief Procurement Officer	93,288	130,291	1.00	126,132	1.00	129,255	1.00	129,255
30000477	Claims Analyst	54,725	72,925	1.00	64,296	1.00	66,705	1.00	66,705
30000478	Claims Analyst, Sr	60,341	80,475	3.00	234,048	3.00	237,048	3.00	237,048
30000066	Claims Technician	41,558	53,456	2.00	106,920	2.00	106,920	2.00	106,920
30000470	Contractor Dev Program Coordinator	63,378	84,635	3.00	252,874	3.00	253,908	3.00	253,908
30000472	Contractor Development Supervisor	66,602	89,107	1.00	89,112	1.00	89,112	1.00	89,112
30000469	Contracts Compliance Specialist	57,450	76,586	5.00	368,012	6.00	430,008	6.00	430,008
30000041	Distribution Technician	38,438	47,112	4.00	179,772	3.00	132,660	3.00	132,660
30000042	Distribution Technician, Lead	40,373	49,462	1.00	49,464	1.00	49,464	1.00	49,464
30000368	Engineer-Mechanical	80,954	98,384	1.00	98,388	1.00	98,388	1.00	98,388
30000719	Facilities Construction Proj Mgr,Supvsg	75,109	100,048	1.00	100,044	1.00	100,044	1.00	100,044
30000718	Facilities Construction Project Manager	63,378	84,635	3.00	253,908	3.00	253,908	3.00	253,908
30000717	Facilities Construction Project Spec	54,725	72,925	2.00	127,644	2.00	127,644	2.00	127,644
30000456	Facilities Contracts Coordinator	57,450	76,586	1.00	76,584	1.00	76,584	1.00	76,584
30000711	Facilities Maint Dispatch/Scheduler	41,974	64,626	2.00	100,218	2.00	104,322	2.00	104,322
30000713	Facilities Maintenance Supervisor	54,725	72,925	1.00	72,924	1.00	72,924	1.00	72,924
30000071	Facilities Maintenance Technician	56,181	60,694	14.00	840,720	14.00	847,864	14.00	847,864
30000715	Facilities Services Division Manager	86,840	117,686	1.00	116,316	1.00	117,342	1.00	117,342
30000712	Facilities Services Specialist	54,725	72,925	2.00	138,732	2.00	140,982	2.00	140,982
30001108	Internal Business Services Director	102,648	146,952	1.00	146,952	1.00	146,952	1.00	146,952
30000721	Mail/Micrographics Supervisor	57,450	76,586	1.00	76,584	1.00	76,584	1.00	76,584
30000452	Management Analyst, Sr	63,378	84,635	1.00	78,000	1.00	80,670	1.00	80,670
30000450	Management Assistant	45,074	69,451	2.00	116,249	2.00	121,018	2.00	121,018
30000129	Motorcycle Mechanic	51,979	56,472	1.00	56,472	1.00	56,472	1.00	56,472
30000475	Occupational Health Program Manager	66,602	89,107	1.00	75,132	1.00	78,204	1.00	78,204
30000011	Office Support Specialist I	28,683	39,832	1.00	39,828	1.00	39,828	1.00	39,828
30000012	Office Support Specialist II	31,512	43,950	3.00	106,980	2.00	65,849	2.00	65,849
30000013	Office Support Specialist III	40,310	51,896	2.00	92,208	2.00	92,208	2.00	92,208
30000722	Print Shop Supervisor	60,341	80,475	1.00	80,472	1.00	80,472	1.00	80,472
30000044	Printing & Distrib Custmr Svc Rep, Lead	47,299	59,238	1.00	59,244	1.00	59,244	1.00	59,244
30000043	Printing & Distrib Customer Svc Rep	41,142	51,418	3.00	148,584	3.00	151,052	3.00	151,052
30000723	Printing & Distribution Manager	75,109	100,048	1.00	100,044	1.00	100,044	1.00	100,044
30000059	Procurement Specialist	47,570	58,074	3.00	162,564	3.00	169,660	3.00	169,660
30000058	Procurement Specialist, Assistant	39,686	48,422	4.00	170,928	5.00	221,216	5.00	221,216
30000060	Procurement Specialist, Sr	55,973	70,970	3.00	189,051	3.00	194,133	4.00	250,101
30000471	Procurement Supervisor	63,378	84,635	4.00	303,025	4.00	311,474	4.00	311,474
30000464	Program Coordinator	60,341	80,475	5.00	365,377	6.00	458,851	6.00	458,851
30000463	Program Specialist	54,725	72,925	1.00	70,956	1.00	72,596	1.00	72,596
30000698	Property Acquisition & Services Manager	63,378	84,635	2.00	163,956	2.00	165,853	2.00	165,853
30000473	Purchasing Manager	80,787	107,557	1.00	97,992	1.00	100,664	1.00	100,664
30000047	Reprographic Operator I	33,946	43,534	5.00	217,680	5.00	217,680	5.00	217,680
30000048	Reprographic Operator II	41,142	51,418	4.00	195,408	3.00	143,988	3.00	143,988
30000049	Reprographic Operator III	47,299	59,238	2.00	118,488	2.00	118,488	2.00	118,488
30000484	Risk Manager	86,840	117,686	1.00	108,290	1.00	112,726	1.00	112,726

Class	Title	Salary Range Minimum	Salary Range Maximum	Revised FY 2011-12 No.	Revised FY 2011-12 Amount	Proposed FY 2012-13 No.	Proposed FY 2012-13 Amount	Adopted FY 2012-13 No.	Adopted FY 2012-13 Amount
30000481	Risk Specialist	54,725	72,925	2.00	127,632	2.00	131,076	2.00	131,076
30000482	Risk Specialist, Sr	60,341	80,475	2.00	152,832	2.00	155,610	2.00	155,610
30000483	Risk Supervisor	75,109	100,048	3.00	272,508	3.00	282,735	3.00	282,735
30000716	Spectator Facilities Manager	80,787	107,557	1.00	107,556	0.00	0	0.00	0
30000055	Storekeepr/Acquisition II:Auto Part Spec	43,139	52,728	4.00	210,912	4.00	210,912	4.00	210,912
30000467	Stores System Supervisor I	54,725	72,925	1.00	69,684	1.00	72,302	1.00	72,302
30000457	Technology Svcs Contracts Coordinator	60,341	80,475	1.00	80,472	1.00	80,472	1.00	80,472
30000131	Vehicle & Equipment Mechanic	51,979	56,472	48.00	2,682,606	48.00	2,701,680	48.00	2,701,680
30000132	Vehicle & Equipment Mechanic, Lead	54,496	59,259	2.00	113,748	2.00	116,130	2.00	116,130
30000706	Vehicle Acquisition Analyst	57,450	76,586	1.00	76,584	1.00	76,584	1.00	76,584
30000709	Vehicle Maintenance Superintendent	69,826	93,829	1.00	93,576	1.00	93,765	1.00	93,765
30000707	Vehicle Maintenance Supervisor I	57,450	76,586	4.00	255,252	4.00	259,925	4.00	259,925
30000708	Vehicle Maintenance Supervisor II	63,378	84,635	1.00	79,692	1.00	82,968	1.00	82,968
30000705	Vehicle Program Specialist	45,074	69,451	1.00	45,072	1.00	45,072	1.00	45,072
30001360	Vehicle Services Administration Supvr	63,378	84,635	1.00	65,976	1.00	67,558	1.00	67,558
30000710	Vehicle Services Manager	86,840	117,686	1.00	117,684	1.00	117,684	1.00	117,684
30000123	Welder	51,438	55,890	3.00	167,688	3.00	167,688	3.00	167,688
30000480	Workers Comp/Disability Analyst, Sr	60,341	80,475	2.00	149,922	2.00	152,772	2.00	152,772
30000479	Workers Compensation/Disability Analyst	54,725	72,925	1.00	68,285	1.00	71,021	1.00	71,021
TOTAL FULL-TIME POSITIONS				194.00	12,328,257	192.00	12,360,053	193.00	12,416,021
TOTAL PART-TIME POSITIONS				0.00	0	0.00	0	0.00	0
30000718	Facilities Construction Project Manager	63,378	84,635	1.00	80,016	0.92	75,259	0.92	75,259
30000060	Procurement Specialist, Sr	55,973	70,970	1.00	70,968	0.00	0	0.00	0
TOTAL LIMITED TERM POSITIONS				2.00	150,984	0.92	75,259	0.92	75,259
GRAND TOTAL				196.00	12,479,241	192.92	12,435,312	193.92	12,491,280

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

Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2012-13	93,369,869	0	93,369,869	193.92	FY 2012-13 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	(63,213)	0	(63,213)	0.00	OMF interagency adjustments
	0	(49,031)	(49,031)	0.00	OMF COLA savings
	(649,424)	0	(649,424)	(1.00)	Facilities - mandatory reductions
	(750,000)	0	(750,000)	0.00	CityFleet - mandatory reductions
	(106,149)	0	(106,149)	0.00	Procurement - mandatory reductions
	(267,000)	0	(267,000)	(1.00)	Risk Management - mandatory reductions
	(181,000)	0	(181,000)	0.00	Printing & Distribution - mandatory reductions
		177,002	177,002	2.00	Local stimulus/ARRA compliance
		118,526	118,526	1.00	Minority evaluator staffing
		368,000	368,000	0.00	ADA transition plan
		400,000	400,000	0.00	Grants revenue
		1,690,000	1,690,000	0.00	Debt service for police training center
	(1,117,389)	0	(1,117,389)	0.00	Interagency adjustments per bureau requests
	(25,331)	(22,481)	(47,812)	0.00	Procurement Services adjustments
	0	492,358	492,358	0.00	Technical adjustments
Approved Budget Additions and Reductions					
	0	0	80,128	0.00	Interagency adjustments
	0	0	0	1.00	Add one Procurement Specialist - no fiscal impact
Adopted Budget Additions and Reductions					
	0	0	514,970	0.00	Interagency adjustments
	(3,159,506)	**3,174,374**	**609,966**	**0.00**	**Total FY 2012-13 Decision Packages**
			93,979,835	**193.92**	**Total Adopted Budget**

Bureau of Technology Services

Overview

The Bureau of Technology Services (BTS) is responsible for management, policy setting, strategic planning and leadership in the use of computer, radio, and telecommunications technologies, to support the delivery of effective government services to the City of Portland and our regional partners. BTS is overseen by the Chief Technology Officer (CTO).

Administration & Support

Description

The Administration program delivers efficient and effective ordering, storekeeping, budget development, and clerical services. Administration is responsible for executing streamlined processes to deliver timely and efficient order fulfillment of technology products; delivering consistent and effective clerical services in support of all bureau staff needs, bureau policy development, timekeeping, payroll, and personnel administration; maintaining effective inventory controls of technology equipment and software; and budget coordination with staff from OMF Business Operations. Administration also includes the Office of the Chief Technology Officer. The CTO plans, organizes, integrates and directs the organization, financial management, administration, personnel and operations of the bureau.

Goals

The Administration program supports the City goal to deliver efficient, effective, and accountable municipal services, as well as the OMF goal to maximize the cost effective use of technology by setting citywide policy which governs the use of technology resources.

Performance

Performance measures for the Administration program focus on the speed with which customer orders are filled, as well as the workload effectiveness of administrative staff. Performance of the Office of the CTO is measured through yearly OMF customer satisfaction surveys.

Changes to Services and Activities

In FY 2012-13, the Office of the CTO program is being merged into the Administration program. Key initiatives for FY 2012-13 include the development and ongoing monitoring of professional development plans for all BTS employees. Additionally, BTS will offer two or more facilitated dialog sessions to all employees focusing on equity, racism and bias in the workplace.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	10.00	9.00	13.00	13.00	13.00
Expenditures					
Administration	7,471,975	7,075,380	2,151,784	3,158,498	3,158,498
Stores & Order Fullfillment	(39,666)	337,700	602,927	0	0
Total Expenditures	**7,432,309**	**7,413,080**	**2,754,711**	**3,158,498**	**3,158,498**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Effectiveness					
Days elapsed from ordering a new desktop PC to installation	4	4	4	4	4
OMF Customer Survey Average Satisfaction Rating for the Office of the CTO(4=highest)	NA	NA	3	3	3
Efficiency					
Number of bureau staff per clerical employee	56	74	73	73	68

Business Solutions

Description

The Business Solutions program develops and supports corporate wide and bureau specific business applications and services, advances e-government and e-commerce initiatives that address internal and public needs, and manages strategic planning efforts. Key responsibilities are to provide citywide application development, implementation, and support; develop and maintain the BTS strategic plan and technology roadmap; engineer new technology solutions to meet customer business needs; and provide oversight for any outsourced application development and selection of all third party applications and services.

Goals

The Business Solutions program supports the City goal to deliver efficient, effective, and accountable municipal services, as well as the OMF goal to maximize the cost effective use of technology through the development and delivery of innovative services that allow customers to meet their business objectives.

Performance

Performance of this program is measured through use of the City's e-government (portlandonline.com, portlandmaps.com) and e-commerce platforms.

Changes to Services and Activities

Key initiatives for FY 2012-13 include defining the replacement strategy for the Microsoft Office software suite, selection of an enterprise employee collaboration tool, and a cloud based computing strategy.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	63.90	62.63	64.63	58.63	58.63
Expenditures					
Business Solutions	(657,276)	(271,814)	3,675,471	9,256,627	8,813,027
Corporate Applications	6,246,219	5,869,569	4,894,088	0	0
Planning and Development	0	30,481	554,215	0	0
Vertical Applications	2,769,068	2,379,355	1,455,554	0	0
Total Expenditures	**8,358,012**	**8,007,591**	**10,579,328**	**9,256,627**	**8,813,027**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Effectiveness					
Average number of unique visitors per day to PortlandOnline	18,822	18,237	17,000	18,000	18,000
Average number of maps per day served through PortlandMaps	46,739	49,410	50,000	150,000	150,000
Payment Gateway Availability	NA	NA	99.9%	99.9%	99.9%
Efficiency					
Yearly revenue processed electronically through the payment gateway (in millions)	$58.50	$79.20	$61.00	$77.00	$77.00
Workload					
Application and Development Hours Billed	35,566	33,349	36,100	28,320	24,920

Communications

Description

The Communications program maintains a robust public safety radio and emergency dispatch system, as well as large telecommunications, video surveillance and network environments. The responsibilities of Communications are to rapidly respond to and resolve all voice, radio, dispatch technology, and network support issues; effectively engineer and maintain the City's communications systems and networks including the Integrated Regional Network Enterprise (IRNE) and Institutional Network (I-NET) serving government agencies throughout Multnomah County.

Goals

The Communications program supports the City goal to deliver efficient, effective, and accountable municipal services, as well as the OMF goal to maximize the cost effective use of technology by supporting the City and regional mission critical voice and data communications needs.

Performance

The Communications program is primarily focused on the reliability and availability of critical network and communications systems and services as well as the efficiency and effectiveness of the staff which support large quantities of technology equipment such as radios and telephones.

Changes to Services and Activities

The dispatch technology support team was added to the Communications program in FY 2011-12. This support team provides critical around-the- clock, every day technical support for the City's new computer aided dispatch (CAD) system that provides emergency dispatch services for public safety providers throughout Multnomah County. The key focus for FY 2012-13 includes the replacement of the City's analog public safety radio system, which received a majority of funding through a voter approved general obligation bond in November 2010.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	0.00	0.00	40.00	38.00	38.00
Expenditures					
Communications	0	93,130	5,868,854	15,255,970	15,656,970
Total Expenditures	**0**	**93,130**	**5,868,854**	**15,255,970**	**15,656,970**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Effectiveness					
Percent Uptime for Phone Switch	99.85%	100.00%	99.98%	100.00%	100.00%
Number of Telephone Lines Provided in Service	7,903	6,484	7,850	6,500	6,500
Percentage of time radio system operated without failure	100.00%	99.00%	99.99%	99.99%	99.99%
Internet Availability Percentage	99.99%	99.85%	99.90%	99.90%	99.90%
Network Availability (excluding scheduled maintenance)	NA	NA	99.8%	99.8%	99.8%

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Efficiency					
Number of pieces of electronic radio equipment maintained per technician	1,263	1,385	1,275	1,265	1,544
Number of pieces of electronic radio equipment maintained	6,950	7,616	7,000	6,950	6,950
Average number of telephone trouble tickets resolved per technician	376	452	385	400	400
Workload					
Number of Service Orders Submitted	1,220	1,390	1,250	1,275	1,275
Number of radio communication units accessing system	8,610	7,778	8,200	8,150	8,150

Customer Relations

Description

Customer Relations works with BTS customers to identify business requirements in order to develop solutions and service level agreements aligned with their business needs. The responsibility of Customer Relations is to understand customer business needs and key challenges, gather customer business requirements to assist in the development of appropriate technology solutions, collaboratively develop technology work plans in concert with the yearly budget process, provide transparent and timely two-way communication and information sharing that builds strong partnerships between BTS and its customers, and provide ongoing management and revisions to the BTS Service Catalog and bureau specific Service Level Agreements.

Goals

Customer Relations supports the City goal to deliver efficient, effective, and accountable municipal services, as well as the OMF goal to maximize the cost effective use of technology by aligning customer business needs with appropriate technology solutions.

Performance

Performance is measured through yearly OMF customer satisfaction surveys.

Changes to Services and Activities

Key initiatives for FY 2012-13 include improving work processes, which result in improved customer satisfaction through collaboration between BTS, Facilities, and Procurement Services. Additionally, the Customer Relations program will pilot a social media engagement tool to improve the effectiveness of our customer communications.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	5.00	5.00	5.00	5.00	5.00
Expenditures					
Customer Relations	799,892	667,966	687,562	820,285	820,285
Total Expenditures	**799,892**	**667,966**	**687,562**	**820,285**	**820,285**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Effectiveness					
BTS Customer Survey Satisfaction Average Rating (5=highest)	NA	NA	4	4	3

Information Security

Description

The role of Information Security is to ensure the confidentiality, integrity, and availability of all City data and communications systems and assets. The responsibilities of this program are to develop and measure compliance with information policies and procedures; to minimize risk through implementation of effective technical, administrative and physical security controls; and develop and maintain the BTS business continuity and disaster recovery plan.

Goals

Information Security supports the city goal to deliver efficient, effective, and accountable municipal services, as well as the OMF goal to maximize the cost effective use of technology by employing appropriate safeguards required in order to properly protect the City's information assets.

Performance

Performance is measured by the effectiveness of the Information Security program in protecting the City's technology environment from security threats.

Changes to Services and Activities

Key initiatives for FY 2012-13 include updating the BTS business continuity plan, and identifying business continuity readiness gaps and presenting these finding to City Council for consideration in the FY 2013-14 budget process.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	4.00	5.00	5.00	5.00	5.00
Expenditures					
Information Security	852,819	619,597	860,395	1,447,200	1,447,200
Total Expenditures	**852,819**	**619,597**	**860,395**	**1,447,200**	**1,447,200**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Effectiveness					
Pct of compliance with Current Payment Card Security Standards for City's electronic payment gateway	100%	100%	100%	100%	100%
Average Time Between Security Incidents (Involving 5 or more workstations) In Days	NA	NA	180	120	120
Percentage of Computers Able to Accept Security Patching	NA	NA	99%	99%	99%
Efficiency					
Average Deployment Cycle for Major Security Software Updates - Workstations in days	NA	NA	30	30	30
Average Deployment for Security Updates - servers, in days	NA	NA	90	90	90
Maximum Pct of Computers w/o Current Security Software Installed and Functioning	NA	NA	5%	1%	1%

Police IT

Description

Police IT supports effective application development and maintenance, and provides quality infrastructure and field support to the Police Bureau. The responsibilities of Police IT are to develop and maintain Police data applications and supporting systems, and rapidly respond to and resolve all Police field and infrastructure support requests.

Goals

The Police IT program supports the City goal to deliver efficient, effective, and accountable municipal services, as well as the OMF goal to maximize the cost effective use of technology by delivering dependable services and innovative solutions to the Portland Police Bureau.

Performance

Performance results of the Police IT program reflect the ability to maintain a reliable technology environment to meet the around-the-clock, every day mission critical needs of the Portland Police Bureau.

Changes to Services and Activities

Focus for FY 2012-13 is the replacement of the Portland Police Data System (PPDS), a critical regional law enforcement records management system, with a contemporary commercial solution as a component of the Public Safety System Revitalization Program (PSSRP).

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	17.00	16.00	16.00	16.00	16.00
Expenditures					
Police Applications	992,331	969,300	594,712	0	0
Police Infrastructure Support	657,591	698,376	865,103	0	0
Police IT	0	(9,498)	22,613	2,161,013	2,161,013
Total Expenditures	**1,649,922**	**1,658,178**	**1,482,428**	**2,161,013**	**2,161,013**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Effectiveness					
Field Reporting System Availability (excluding scheduled maintenance)	NA	NA	99.5%	99.5%	99.5%

Production Services

Description

Production Services effectively maintains the City's state-of-the art data center facilities; supports the City's server, email, storage and backup infrastructure; and effectively maintains the infrastructure of the City's mission critical technology systems (SAP, Cayenta, Synergen, Maximo, CAD, TRACS, PPDS and Email).

Goals

Production Services supports the City goal to deliver efficient, effective, and accountable municipal services, as well as the Office of Management and Finance goal to maximize the cost effective use of technology by maintaining a premier production technology environment.

Performance

Performance measures for the Production Services program focus on the reliability of the City's mission-critical production systems.

Changes to Services and Activities

The key focus for FY 2012-13 will be working collaboratively with BTS customers to develop a stable funding model to collect sufficient funds required for the regular lifecycle replacement of stand alone fileservers, data storage, and data networks.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	3.00	29.00	24.00	21.00	21.00
Expenditures					
Production Services	164,758	3,258,333	7,395,339	7,935,890	7,935,890
Total Expenditures	**164,758**	**3,258,333**	**7,395,339**	**7,935,890**	**7,935,890**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Effectiveness					
Mission Critical Production System Availability - Cayenta	NA	NA	99.98%	99.98%	99.98%
Mission Critical Production System Availability - SAP	NA	NA	99.98%	99.98%	99.98%
Email Availability (excluding scheduled maintenance)	NA	NA	99.98%	99.98%	99.97%
Public Safety System Availability - BOEC	NA	NA	99.99%	99.98%	99.98%
Public Safety System Availability - Police	NA	NA	99.99%	99.99%	99.99%

Project Management Office

Description

The role of the Project Management Office (PMO) is to deliver effective and consistent bureau wide project management practices for all disciplines of technology services provided by each BTS program. The responsibilities of PMO are to implement consistent project management methodologies and approaches regardless of technology discipline or program, facilitate project oversight including priority and resource alignment across the organization, and facilitate effective technology governance to ensure BTS is working on the City's highest priority technology initiatives.

Goals

The PMO supports the City goal to deliver efficient, effective, and accountable municipal services as well as the OMF goal to maximize the cost effective use of technology by delivering project management services modeled after industry standards and best practices.

Performance

Performance of this program is measured through direct customer survey feedback at the completion of projects, as well as the quantity of hours billed for project management service.

Changes to Services and Activities

The key focus for FY 2012-13 is the bureau-wide rollout of an effective Project Portfolio Management tool that will allow BTS to make well informed decisions regarding staff resource allocations and availability.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	9.00	9.00	10.00	9.00	9.00
Expenditures					
Project Management	1,040,485	859,118	875,097	1,339,611	1,339,611
Total Expenditures	**1,040,485**	**859,118**	**875,097**	**1,339,611**	**1,339,611**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Effectiveness					
Customers rating project management service provided as excellent	80%	73%	80%	80%	70%
# of total billable project hours managed by PMO	1,220	1,759	1,300	2,370	1,670

Support Center

Description

The Support Center acts as the first point of contact for the majority of customer support needs. It also implements and manages effective tracking systems and tools. The responsibilities of the Support Center are to respond to and resolve all desktop and laptop issues and provide the first level of support of printing issues; act as the central point for user account and access management; deliver new and replacement desktop computers in time to meet customer needs; effectively manage City desktop, laptop and server systems with robust, down-the-wire administration and deployment tools; and engineer, implement, and maintain the systems and tools needed for tracking service requests and computing assets.

Goals

The Support Center program supports the City goal to deliver efficient, effective, and accountable municipal services, as well as the OMF goal to maximize the cost-effective use of technology by resolving the majority of office computing support requests the same day reported.

Performance

The performance measures of the Support Center program focus on responsiveness in resolving support issues reported to the HelpDesk and the overall effectiveness and efficiency of Support Center staff.

Changes to Services and Activities

The key focus areas for FY 2012-13 include the rollout of Microsoft Windows 7 to a large proportion of the City's inventory of desktop and laptop computers, and to implement power management capabilities to significantly reduce office computing power consumption to further the City's sustainability goals.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	48.00	41.00	42.00	40.00	40.00
Expenditures					
Desktop Support	840,779	882,112	1,596,941	0	0
Help Desk	621,006	556,836	1,345,605	0	0
PC Deployment	327,557	144,682	500,176	0	0
Server & Messaging Support	1,207,291	183,778	0	0	0
Support Center	4,296,250	3,783,196	2,311,672	7,030,886	7,030,886
Support Systems & Asset Management	413,086	620,099	860,844	0	0
User Access & Account Management	124,332	192,564	260,887	0	0
Total Expenditures	**7,830,301**	**6,363,267**	**6,876,125**	**7,030,886**	**7,030,886**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Effectiveness					
First Call Resolution: Percentage of problems resolved by Help Desk without escalation to Field Staff	81.00%	75.07%	65.00%	75.00%	75.00%
Percentage of Calls Answered within 20 Seconds	NA	NA	80%	80%	80%
Resolution Time: Percentage of Problems Resolved Same Day	NA	NA	75%	70%	60%

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Efficiency					
Number of Desktop/Labtop computers Supported per Technician	129	129	130	130	137
Replace All Eligible PCs Every 4th Year Under the Lifecycle Repl Program	NA	NA	25%	33%	33%
Workload					
Number of Email Accounts Supported	6,277	6,456	6,300	6,500	6,500
Average Number of HelpDesk Tickets per Month	NA	NA	4,800	6,000	6,000

	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
Resources					
External Revenues					
Charges for Services	52,027	140,464	155,547	172,630	172,630
Intergovernmental	4,884,301	4,852,887	5,583,647	5,648,842	5,648,842
Bond & Note	2,656,757	64,996	0	0	0
Miscellaneous	1,270,675	619,958	777,393	492,738	492,738
Total External Revenues	**8,863,759**	**5,678,305**	**6,516,587**	**6,314,210**	**6,314,210**
Internal Revenues					
Fund Transfers - Revenue	341,725	26,246	101,204	1,262,772	1,264,883
Interagency Revenue	45,869,964	41,348,902	45,714,428	42,292,166	42,178,920
Total Internal Revenues	**46,211,689**	**41,375,148**	**45,815,632**	**43,554,938**	**43,443,803**
Beginning Fund Balance	23,977,651	26,347,511	26,704,595	14,136,366	14,136,366
Total Resources	**$79,053,099**	**$73,400,964**	**$79,036,814**	**$64,005,514**	**$63,894,379**
Requirements					
Bureau Expenditures					
Personnel Services	23,982,872	23,680,596	26,536,928	24,806,732	24,806,732
External Materials and Services	12,027,117	11,984,312	18,853,848	15,583,624	15,541,024
Internal Materials and Services	3,987,444	3,887,302	4,136,965	3,887,513	3,887,513
Capital Outlay	186,978	677,466	2,580,276	4,128,111	4,128,111
Total Bureau Expenditures	**40,184,411**	**40,229,676**	**52,108,017**	**48,405,980**	**48,363,380**
Fund Expenditures					
Debt Service	4,517,898	1,821,904	1,880,681	1,292,068	1,290,419
Contingency	0	0	14,232,417	12,209,717	12,142,831
Fund Transfers - Expense	8,003,279	2,291,982	10,815,699	2,097,749	2,097,749
Total Fund Expenditures	**12,521,177**	**4,113,886**	**26,928,797**	**15,599,534**	**15,530,999**
Ending Fund Balance	26,347,511	29,057,402	0	0	0
Total Requirements	**$79,053,099**	**$73,400,964**	**$79,036,814**	**$64,005,514**	**$63,894,379**
Programs					
Administration & Support	7,432,309	7,413,080	2,754,711	3,158,498	3,158,498
Administration & Support	149	0	0	0	0
Assessments & Improvements	382	0	0	0	0
Business Solutions	8,358,012	8,007,591	10,579,328	9,256,627	8,813,027
Communications	0	93,130	5,868,854	15,255,970	15,656,970
Customer Relations	799,892	667,966	687,562	820,285	820,285
Information Security	852,819	619,597	860,395	1,447,200	1,447,200
Infrastructure & Engineering	11,232,222	10,374,795	13,180,239	0	0
Legal Services	0	250	0	0	0
Office of the Chief Technology Officer	618,063	515,076	347,939	0	0
Operations and Maintenance	138	0	0	0	0
Police IT	1,649,922	1,658,178	1,482,428	2,161,013	2,161,013
Production Services	164,758	3,258,333	7,395,339	7,935,890	7,935,890
Project Management Office	1,040,485	859,118	875,097	1,339,611	1,339,611
Quality Assurance	10,322	0	0	0	0
Replacement	194,305	399,295	1,200,000	0	0
Site Teams	331	0	0	0	0

	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
Support Center	7,830,301	6,363,267	6,876,125	7,030,886	7,030,886
Total Programs	**40,184,411**	**$40,229,676**	**$52,108,017**	**$48,405,980**	**$48,363,380**

Class	Title	Salary Range Minimum	Salary Range Maximum	Revised FY 2011-12 No.	Revised FY 2011-12 Amount	Proposed FY 2012-13 No.	Proposed FY 2012-13 Amount	Adopted FY 2012-13 No.	Adopted FY 2012-13 Amount
30000434	Administrative Assistant	45,074	69,451	1.00	72,924	1.00	72,924	1.00	72,924
30000433	Administrative Specialist, Sr	41,974	64,626	1.00	64,620	1.00	64,620	1.00	64,620
30000201	Applications Analyst I-Generalist	54,725	72,925	1.00	67,020	1.00	69,310	1.00	69,310
30000203	Applications Analyst II-Generalist	57,450	76,586	2.00	153,168	3.00	210,624	3.00	210,624
30000204	Applications Analyst III-Generalist	63,378	84,635	18.00	1,453,963	15.00	1,267,843	15.00	1,267,843
30000207	Applications Analyst IV-Generalist	66,602	89,107	11.00	911,628	10.00	855,584	10.00	855,584
30000206	Applications Analyst IV-GIS,Enterprise	66,602	89,107	1.00	66,600	0.00	0	0.00	0
30001234	Applications Analyst IV-Web Developer	66,602	89,107	2.00	150,374	2.00	155,552	2.00	155,552
30000448	Business Systems Analyst	57,450	76,586	1.00	62,244	1.00	63,948	1.00	63,948
30000411	Chief Technology Officer	115,398	165,381	1.00	165,384	1.00	165,384	1.00	165,384
30000832	Chief Technology Officer, Assistant	102,648	146,952	1.00	145,818	1.00	146,952	1.00	146,952
30000700	Communications Engineer	66,602	89,107	2.00	170,148	2.00	173,195	2.00	173,195
30000238	Communications Switch Technician	55,994	67,891	2.00	135,792	2.00	135,792	2.00	135,792
30000627	Communications Systems Administrator	75,109	100,048	1.00	97,380	1.00	99,822	1.00	99,822
30000624	Communications Systems Rep	63,378	84,635	1.00	83,724	1.00	84,484	1.00	84,484
30000628	ComNet Operations Manager	93,288	130,291	1.00	130,296	1.00	130,296	1.00	130,296
30000626	ComNet Technical Project Coordinator	63,378	84,635	1.00	63,384	0.00	0	0.00	0
30000234	Electronics Technician I: Communications	47,819	58,053	4.00	232,224	4.00	232,224	4.00	232,224
30000236	Electronics Technician II: Commun	55,994	67,891	9.00	599,160	8.00	543,168	8.00	543,168
30000341	GIS Technician I	37,835	50,690	1.00	50,688	1.00	50,688	1.00	50,688
30000209	Inf Syst Analyst I-Telecomm	54,725	72,925	1.00	60,331	1.00	62,807	1.00	62,807
30000210	Inf Syst Analyst II-Generalist	57,450	76,586	26.00	1,863,608	24.00	1,777,024	24.00	1,777,024
30000212	Inf Syst Analyst II-GIS,Vertical	57,450	76,586	0.00	0	1.00	57,456	1.00	57,456
30000211	Inf Syst Analyst II-Telecomm	57,450	76,586	4.00	306,336	4.00	306,336	4.00	306,336
30000213	Inf Syst Analyst III-Generalist	63,378	84,635	19.00	1,475,786	17.00	1,369,277	17.00	1,369,277
30000215	Inf Syst Analyst IV-Generalist	66,602	89,107	16.00	1,361,881	16.00	1,384,212	16.00	1,384,212
30001003	Inf Syst Analyst IV-Security	66,602	89,107	1.00	69,324	1.00	72,168	1.00	72,168
30000218	Inf Syst Analyst, Principal-Gen	75,109	100,048	26.00	2,449,571	24.00	2,319,416	24.00	2,319,416
30000217	Inf Syst Analyst, Principal-GIS Enterprs	75,109	100,048	4.00	392,772	4.00	399,526	4.00	399,526
30000219	Inf Syst Analyst, Principal-Proj Mgmt	75,109	100,048	6.00	589,601	6.00	598,878	6.00	598,878
30000220	Inf Syst Analyst, Principal-Security	75,109	100,048	2.00	169,170	2.00	172,812	2.00	172,812
30000610	Inf Syst Mgr, Sr-Applications	86,840	117,686	2.00	228,492	2.00	232,272	2.00	232,272
30000613	Inf Syst Mgr, Sr-General	86,840	117,686	4.00	438,564	3.00	353,052	3.00	353,052
30000614	Inf Syst Mgr, Sr-Production	86,840	117,686	1.00	103,660	1.00	107,908	1.00	107,908
30000615	Inf Syst Mgr, Sr-Security	86,840	117,686	1.00	115,164	1.00	117,474	1.00	117,474
30001035	Inf Syst Mgr-Corporate Applications	80,787	107,557	1.00	80,784	1.00	80,784	1.00	80,784
30000607	Inf Syst Mgr-Generalist	80,787	107,557	4.00	430,224	4.00	430,224	4.00	430,224
30000608	Inf Syst Mgr-Network Manager	80,787	107,557	2.00	188,340	2.00	188,340	2.00	188,340
30001004	Inf Syst Mgr-Proj Mgmt	80,787	107,557	1.00	107,556	1.00	107,556	1.00	107,556
30000609	Inf Syst Mgr-Wide Area Network	80,787	107,557	1.00	107,556	1.00	107,556	1.00	107,556
30000604	Inf Syst Supvr-Bureau IS & GIS	75,109	100,048	1.00	96,876	1.00	99,432	1.00	99,432
30000605	Inf Syst Supvr-Generalist	75,109	100,048	7.00	696,482	7.00	699,696	7.00	699,696
30000199	Inf Syst Technician II	45,074	69,451	6.00	346,431	5.00	307,992	5.00	307,992
30000200	Inf Syst Technician III	54,725	72,925	4.00	291,696	4.00	291,696	4.00	291,696
30000618	IT Strategic Technology Planning Manager	93,288	130,291	1.00	130,296	1.00	130,296	1.00	130,296
30000452	Management Analyst, Sr	63,378	84,635	1.00	81,012	1.00	83,676	1.00	83,676
30000012	Office Support Specialist II	31,512	43,950	1.00	43,956	1.00	43,956	1.00	43,956
30000013	Office Support Specialist III	40,310	51,896	2.00	103,800	2.00	103,800	2.00	103,800
30000622	SAP Architect- XI/PI	102,648	146,952	1.00	146,952	1.00	146,952	1.00	146,952
30000053	Storekeeper/Acquisition Specialist I	41,038	50,253	2.00	91,296	2.00	97,194	2.00	97,194

Class	Title	Salary Range Minimum	Salary Range Maximum	Revised FY 2011-12 No.	Revised FY 2011-12 Amount	Proposed FY 2012-13 No.	Proposed FY 2012-13 Amount	Adopted FY 2012-13 No.	Adopted FY 2012-13 Amount
30000054	Storekeeper/Acquisition Specialist II	43,139	52,728	1.00	52,728	1.00	52,728	1.00	52,728
30000056	Storekeeper/Acquisition Specialist III	48,714	60,570	1.00	60,576	1.00	60,576	1.00	60,576
30000625	Technical Operations Supervisor	63,378	84,635	1.00	84,636	1.00	84,636	1.00	84,636
30000620	Technology Services Bureau Business Rep	80,787	107,557	3.00	301,606	3.00	305,151	3.00	305,151
30000619	Technology Svcs Customer Service Analyst	86,840	117,686	1.00	117,684	1.00	117,684	1.00	117,684
TOTAL FULL-TIME POSITIONS				217.00	18,061,286	204.00	17,392,953	204.00	17,392,953
30000204	Applications Analyst III-Generalist	63,378	84,635	0.63	33,324	0.63	34,578	0.63	34,578
TOTAL PART-TIME POSITIONS				0.63	33,324	0.63	34,578	0.63	34,578
30000204	Applications Analyst III-Generalist	63,378	84,635	1.00	63,384	1.00	63,384	1.00	63,384
30000212	Inf Syst Analyst II-GIS,Vertical	57,450	76,586	1.00	57,456	0.00	0	0.00	0
TOTAL LIMITED TERM POSITIONS				2.00	120,840	1.00	63,384	1.00	63,384
GRAND TOTAL				219.63	18,215,450	205.63	17,490,915	205.63	17,490,915

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

Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2012-13	49,765,250	0	49,765,250	219.63	FY 2012-13 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	(2,850,000)	0	(2,850,000)	(15.00)	Mandatory reductions
	(70,571)	0	(70,571)	0.00	OMF interagency adjustments
	1,561,301	0	1,561,301	1.00	Interagency increase
Approved Budget Additions and Reductions					
	0	1,000	1,000	0.00	Interagency adjustments
Adopted Budget Additions and Reductions					
	0	(43,600)	(43,600)	0.00	Interagency adjustments
	(1,359,270)	**(42,600)**	**(1,401,870)**	**(14.00)**	**Total FY 2012-13 Decision Packages**
			48,363,380	**205.63**	**Total Adopted Budget**

Office of the Chief Administrative Officer

Overview

The Office of Management and Finance (OMF) provides internal services to support the operational needs of City bureaus, as well as coordination and leadership on overall administrative services. The Office of Management and Finance is overseen by the Chief Administrative Officer (CAO). The Office of the CAO includes the programs of Administration & Support and Enterprise Business Solution.

The CAO reports directly to the Mayor and advises Council and bureau managers on strategic issues, as well as ensures the delivery of accurate, cost effective, and responsive Citywide administrative services. The CAO provides leadership, oversight and support for a variety of Citywide projects including the Public Safety Systems Revitalization Project (PSSRP), and provides direction to managers who perform an array of financial management, administrative policy development, and project management services for Council and City bureaus. The CAO leads the development of the OMF Strategic Plan and ongoing reporting on the completion of strategies. The CAO directs the bureaus of Financial Services, Human Resources, Internal Business Services, Revenue, and Technology Services, and the divisions of Business Operations and Enterprise Business Solution.

Administration & Support

Description

OMF's Administration & Support consists of the Chief Administrative Officer's (CAO's) office, Business Operations Division, and Spectator Facilities. The CAO's Office provides overall direction and management for OMF, as well as citywide and elected official support. The Business Operations Division provides strategic financial, communications, project management, and administrative services to all OMF bureaus and other City offices. Spectator Facilities manages the Spectator Facilities Operating Fund.

Within the CAO's Office, the Policy Team works on complex City-wide or OMF-specific issues having significant policy, financial and/or community implications and consequences. The Policy Team works across City bureaus and within OMF to bring City and OMF interests to discussions and negotiations.

Business Operations: This division consists of financial, communications, and administrative teams. These teams perform the required financial management services for 14 funds, five bureaus, two divisions, five Council offices, three Council office programs, and PSSRP. Business Operations also manages OMF strategic planning services, public records requests, website content, Citywide budget outreach, and staff coordination for OMF-wide committees and two Council-appointed committees.

Spectator Facilities: This program manages the operations and maintenance, capital improvements, financial planning, contract administration, special projects, and liaison activities among the City, other governmental agencies, and private parties related to the City's interests in spectator facilities. These include the Rose Quarter facilities, JELD-WEN Field, and the Portland Center for the Performing Arts.

Goals

OMF's Administration and Support furthers the city goal to deliver efficient, effective, and accountable municipal services, as well as all OMF goals, through responsive, strategic, and reliable financial services, communications support, analyses, and project management.

Performance

The CAO's Office is continuously evaluated through the successful management and completion of OMF initiatives. Business Operations continues to perform well on the OMF Customer Service Survey, increasing the overall customer service rating the past four consecutive years to 3.1 out of 4 in FY 2011-12. The total budget Business Operations managed in FY 2010-11 was $278 million and total number of funds managed was 14. Spectator Facilities ensures that various agreements are up-to-date and that the business requirements of these agreements are met.

Changes to Services and Activities

OMF is developing the next five-year strategic plan, to be adopted in FY 2012-13. The Policy team now reports directly to the CAO, returning to the FY 2008-09 structure. Spectator Facilities moved from Bureau of Internal Business Services to the Office of the CAO. Budget cuts will reduce the ability to develop and analyze the customer service survey and conduct business process assessments and improvements. Staff hours dedicated to required administrative and financial work will also be reduced, which decreases the team's ability to provide services and complete financial transactions on time.

Office of the Chief Administrative Officer

City Support Services Service Area

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	30.00	30.00	29.67	31.00	31.00
Expenditures					
Administration & Support	3,717,067	3,358,194	3,931,468	4,030,452	4,030,452
CAO's Office	664,285	333,317	463,687	437,099	437,099
Spectator Facilities	0	0	24,104,950	37,650,168	37,650,194
Total Expenditures	**4,381,352**	**3,691,511**	**28,500,105**	**42,117,719**	**42,117,745**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Effectiveness					
Total budget managed annually (in millions)	$278	$275	$250	$250	$235
Customer service survey rating (4 is highest)	NA	3.03	3.10	3.20	3.00
Workload					
Annual number of accounts payable invoices processed	24,008	22,150	22,000	22,000	21,000
Annual dollar amount of interagency billings (in millions)	$132	$130	$128	$128	$118
Number of employee hours of diversity training conducted at OMF-wide training	NA	142	234	320	250

Enterprise Business Solution

Description

Enterprise Business Solution (EBS) implements, maintains, and continuously improves the City's SAP integrated resource planning system. The City uses SAP for critical financial and human resources activities, including bi-weekly production of payroll, all personnel transactions, and support of the Citywide financial management and reporting. EBS provides functional, technical, communications, change management, end user training, and administrative services in support of the SAP system. EBS currently supports approximately 1,300 financial system users, 750 human resources and payroll users in 28 business groups, and more than 1,900 employee self-service users. EBS is a partner with the business process owners and bureaus to drive efficient use of the SAP system and improve the execution of the operational responsibilities of the City, and to deliver additional functionality to enhance the use of the SAP system. This program includes partnering with BTS in the maintenance of the SAP system to provide a reliable and available computer system to meet the business operational needs.

Goals

EBS supports the City's's goal of delivering efficient, effective, and accountable services and supports the OMF mission of managing the City's fiscal, human, physical, and technological resources to deliver high quality services to the City and the community through management and support of the City's SAP system.

Performance

EBS performance is measured through customer service satisfaction, training delivered, and the number of change requests and Help Desk tickets received and completed. As the program continues to define and implement standardized operational processes, customer satisfaction and efficiencies are expected to increase. The targets for FY 2012-2013 include an average customer satisfaction rating of 1.75 out of a possible four, 130 training sessions delivered by EBS, and completion of 24 high priority change requests.

Changes to Services and Activities

In FY 2012-13, EBS will reduce or eliminate the backlog of pay and timekeeping helpdesk tickets by undertaking a time and payroll re-engineering project to correct issues identified since SAP go-live. EBS also expects to pilot a new time entry interface with OMF in anticipation of a wider rollout to other bureaus later this year or next. Another major project will allow electronic payments to City vendors thereby reducing overhead costs and paper consumption and reducing the time required for vendors to receive payments. The division is working with the Bureau of Human Resources to implement SAP Learning Solutions as the new Citywide learning management system for training records and administration. Other SAP functionality will be brought online as needed and requested by our customers. The division will address budget reductions through decreased reliance on external consultants for day-to-day SAP configuration.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	15.50	20.00	20.00	20.00	20.00
Expenditures					
Enterprise Business Solution	9,894,888	6,972,218	8,873,880	7,845,437	8,125,437
Total Expenditures	**9,894,888**	**6,972,218**	**8,873,880**	**7,845,437**	**8,125,437**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Effectiveness					
Customer Service satisfaction rating (scale 1 to 4)	2.18	2.10	2.50	2.50	1.75
Efficiency					
Percent of high priority change requests completed annually	NA	63%	65%	65%	43%
Workload					
Number of training sessions delivered	158	200	150	130	130
Number of high priority change requests received annually	NA	104	60	55	55
Number of high priority change requests completed annually	NA	66	40	40	24
Average number of Help Desk tickets open daily	NA	268	50	150	185

	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
Resources					
External Revenues					
Charges for Services	6,912,534	6,983,800	6,360,870	6,357,137	6,357,137
Intergovernmental	1,895,019	1,847,437	25,794,044	1,741,356	1,741,356
Bond & Note	12,406,765	9,840,146	0	35,000,000	35,000,000
Miscellaneous	205,509	145,616	242,353	118,321	118,321
Total External Revenues	**21,419,828**	**18,816,999**	**32,397,267**	**43,216,814**	**43,216,814**
Internal Revenues					
General Fund Discretionary	2,816,884	402,322	824,959	670,542	670,542
General Fund Overhead	5,226,309	834,812	1,113,477	1,327,010	1,327,010
Fund Transfers - Revenue	15,120,919	371,339	395,814	166,540	240,009
Interagency Revenue	2,544,260	13,079,276	14,814,469	14,645,804	14,645,804
Total Internal Revenues	**25,708,372**	**14,687,749**	**17,148,719**	**16,809,896**	**16,883,365**
Beginning Fund Balance	9,663,184	12,057,649	11,049,912	10,039,262	10,039,262
Total Resources	**$56,791,384**	**$45,562,397**	**$60,595,898**	**$70,065,972**	**$70,139,441**
Requirements					
Bureau Expenditures					
Personnel Services	5,147,338	4,938,846	5,910,665	6,040,765	6,040,765
External Materials and Services	5,856,734	3,420,408	4,217,399	3,085,048	3,827,558
Internal Materials and Services	5,510,604	5,183,878	5,836,701	5,737,343	5,274,859
Capital Outlay	2,059,854	9,840,146	24,250,000	35,100,000	35,100,000
Total Bureau Expenditures	**18,574,531**	**23,383,278**	**40,214,765**	**49,963,156**	**50,243,182**
Fund Expenditures					
Debt Service	20,038,986	10,602,731	11,400,793	11,614,955	11,613,831
Contingency	0	0	8,574,507	6,642,823	6,437,390
Fund Transfers - Expense	6,120,218	146,831	405,833	1,845,038	1,845,038
Total Fund Expenditures	**26,159,204**	**10,749,562**	**20,381,133**	**20,102,816**	**19,896,259**
Ending Fund Balance	12,057,649	11,429,557	0	0	0
Total Requirements	**$56,791,384**	**$45,562,397**	**$60,595,898**	**$70,065,972**	**$70,139,441**
Programs					
Administration & Support	4,381,352	3,691,511	28,500,105	42,117,719	42,117,745
Administration & Support	11,890	0	0	0	0
Enterprise Business Solution	9,894,888	6,972,218	8,873,880	7,845,437	8,125,437
Financial Planning	17,675	0	0	0	0
License and Tax	18,887	103	0	0	0
Operations and Maintenance	53	0	0	0	0
PGE Park	4,137	0	0	0	0
Recreation	1,009	0	0	0	0
Revenue Collection	5,859	9,666	0	0	0
Rose Quarter	2,284,578	9,840,146	0	0	0
Spectator Facilities	1,954,202	2,869,634	2,840,780	0	0
Total Programs	**18,574,531**	**$23,383,278**	**$40,214,765**	**$49,963,156**	**$50,243,182**

Class	Title	Salary Range Minimum	Salary Range Maximum	Revised FY 2011-12 No.	Revised FY 2011-12 Amount	Proposed FY 2012-13 No.	Proposed FY 2012-13 Amount	Adopted FY 2012-13 No.	Adopted FY 2012-13 Amount
30000062	Accountant I	38,064	53,123	1.00	38,064	1.00	38,064	1.00	38,064
30000063	Accountant II	49,754	60,798	4.00	241,128	4.00	243,216	4.00	243,216
30000434	Administrative Assistant	45,074	69,451	1.00	62,916	1.00	65,281	1.00	65,281
30000433	Administrative Specialist, Sr	41,974	64,626	2.00	118,105	2.00	122,938	2.00	122,938
30000436	Administrative Supervisor I	54,725	72,925	1.00	57,951	1.00	60,331	1.00	60,331
30000441	Business Operations Manager	75,109	100,048	2.00	189,600	2.00	193,270	2.00	193,270
30000442	Business Operations Manager, Sr	93,288	130,291	1.00	124,106	1.00	128,646	1.00	128,646
30000440	Business Operations Supervisor	66,602	89,107	1.00	75,064	1.00	78,140	1.00	78,140
30000449	Business Systems Analyst, Sr	63,378	84,635	1.00	80,548	1.00	83,356	1.00	83,356
30000406	Chief Administrative Officer	129,834	186,056	1.00	186,060	1.00	186,060	1.00	186,060
30000567	Financial Analyst	57,450	76,586	1.42	92,077	2.00	132,660	2.00	132,660
30000566	Financial Analyst, Assistant	45,074	69,451	2.00	133,296	2.00	135,476	2.00	135,476
30000569	Financial Analyst, Principal	75,109	100,048	1.00	100,044	1.00	100,044	1.00	100,044
30000568	Financial Analyst, Sr	63,378	84,635	6.58	512,773	6.00	484,282	6.00	484,282
30000451	Management Analyst	57,450	76,586	3.00	182,478	3.00	187,200	3.00	187,200
30000453	Management Analyst, Principal	75,109	100,048	1.00	88,572	1.00	92,198	1.00	92,198
30000011	Office Support Specialist I	28,683	39,832	0.67	26,552	0.00	0	0.00	0
30000012	Office Support Specialist II	31,512	43,950	0.00	0	1.00	43,956	1.00	43,956
30000460	Policy Analyst	80,787	107,557	1.00	107,556	1.00	107,556	1.00	107,556
30000461	Policy Analyst, Sr	93,288	130,291	1.00	93,288	1.00	93,288	1.00	93,288
30000495	Public Information Officer	63,378	84,635	1.00	81,208	1.00	83,812	1.00	83,812
30001683	SAP Business Systems Analyst	60,341	80,475	2.00	131,616	2.00	136,810	2.00	136,810
30001433	SAP Business Systems Analyst, Principal	90,126	120,058	2.00	187,216	2.00	190,176	2.00	190,176
30001684	SAP Business Systems Analyst, Senior	66,602	89,107	9.00	732,361	9.00	749,794	9.00	749,794
30001233	SAP Support Manager	93,288	130,291	1.00	130,296	1.00	130,296	1.00	130,296
30000716	Spectator Facilities Manager	80,787	107,557	0.00	0	1.00	107,556	1.00	107,556
30000532	Training & Development Officer	63,378	84,635	2.00	129,600	2.00	132,318	2.00	132,318
TOTAL FULL-TIME POSITIONS				49.67	3,902,475	51.00	4,106,724	51.00	4,106,724
TOTAL PART-TIME POSITIONS				0.00	0	0.00	0	0.00	0
TOTAL LIMITED TERM POSITIONS				0.00	0	0.00	0	0.00	0
GRAND TOTAL				49.67	3,902,475	51.00	4,106,724	51.00	4,106,724

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

Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2012-13	15,879,505	0	15,879,505	50.00	FY 2012-13 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	(35,475)	0	(35,475)	0.00	Reduction - external materials and services
	(21,624)	0	(21,624)	0.00	Reduction - professional services
	(23,655)	0	(23,655)	0.00	Reduction in hours for Community Service Aide
	(26,752)	0	(26,752)	0.00	Reduction in hours for OSS II
	(28,931)	0	(28,931)	0.00	Reduction - space rent
	(94,056)	0	(94,056)	0.00	Reduction - corporate application support
	(30,000)	0	(30,000)	0.00	Reduction - Enterprise Business Solution EM&S
	(40,000)	0	(40,000)	0.00	Reduction - Enterprise Business Solution professional development
	(480,944)	0	(480,944)	0.00	Reduction - Enterprise Business Solution PTE contracts
	0	(22,611)	(22,611)	0.00	Non-represented merit pay freeze
	(18,567)	0	(18,567)	0.00	OMF interagency adjustments
Approved Budget Additions and Reductions					
	0	0	0	0.00	None
Adopted Budget Additions and Reductions					
	0	280,000	280,000	0.00	Transfer funds from contingency to EM&S to cover project costs
	26	0	26	0.00	EBS technical adjustments
	(893,712)	**35,257,389**	**34,363,677**	**1.00**	**Total FY 2012-13 Decision Packages**
			50,243,182	**51.00**	**Total Adopted 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 includes the following programs: Regulatory, Revenue Collections, Franchise Management, and Cable Communications. Through these programs, the bureau strives to provide outstanding service, to efficiently and equitably collect revenues to fund essential City services, and to provide regulatory oversight to promote safety and livability.

Implementation of the Adopted Budget transfers the Office for Community Technology to the Revenue Bureau for a savings of $233,852. The missions of the two bureaus are closely aligned. The transfer includes 8.0 FTE, along with $9.3 million in program expenses and $2.0 million in fund level resources.

Regulatory

Description

The Regulatory program issues permits and enforces regulations for a variety of regulated businesses and events: private for-hire transportation (taxis, executive sedans, limousines, shuttles, tour vehicles, medical transportation), towing (companies, vehicles, drivers, private property impounds and City contracts), pay and park lot inspections, secondhand dealers, social games, amusement devices, payday lenders, and special events.

Goals

The Regulatory program supports the City goal of ensuring a safe and peaceful community and the OMF goal of ensuring long-term financial health and enhancing customer service by collecting permit and penalty fees, investigating and resolving citizen complaints, and promoting City Code updates to respond to changing community needs. In each program, the permitting and enforcement functions monitor compliance with standards designed to promote consumer protection, safety and livability. Regulatory staff provides key coordination, fee collection, record keeping, enforcement and support to several City bureaus and other agencies through these programs, including the Police Bureau, Bureau of Transportation, Parks Bureau, TriMet, Port of Portland, Travel Portland, and Multnomah County.

Performance

The Regulatory program continues to focus on increasing compliance with City Code requirements that provide important consumer and safety protections. Expanded enforcement activities, including increased field inspections, audits and improved complaint processing have contributed to increased penalty and permit revenue. Regulatory functions collected $950,000 in FY 2010-11. The program continues to move toward the goal of 100% cost recovery.

Changes to Services and Activities

The primary services and activities of the Regulatory program are consistent with prior years. Code and rule improvements continue to be a focus of activity in all programs. Database improvements and focused enforcement projects are ongoing. Inspections, audits and field enforcement continue to improve compliance with requirements by permitted companies in all programs. Steady enforcement and education continue to convert unpermitted Private For-Hire transportation operators into permitted companies meeting important standards for insurance, vehicle safety and driver background checks. Several programs have attained increased participation on advisory and review boards as a result of staff outreach. The Private For-Hire Transportation Board has seen increased participation from previously underrepresented groups, especially drivers in all industries.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	7.30	7.00	8.30	9.30	9.30
Expenditures					
Regulatory	425,875	435,892	668,937	680,422	680,422
Regulatory - Payday Lenders	2,400	1,200	0	0	0
Regulatory - Private Property Impound	59	0	0	0	0
Regulatory - Second Hand Dealers	98,447	98,749	102,612	103,884	103,884
Regulatory - Special Events	108,514	90,247	94,626	99,534	99,534

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
Regulatory - Taxi	216,667	266,851	190,992	504,856	504,856
Regulatory - Towing	142,785	154,876	165,111	171,315	171,315
Total Expenditures	**994,747**	**1,047,815**	**1,222,278**	**1,560,011**	**1,560,011**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Effectiveness					
Regulatory Programs Cost Recovery (revenue/expenditure)	89%	91%	98%	100%	100%
Workload					
Total Regulatory Revenue collected	885,374	948,638	1,150,000	1,200,000	1,200,000
Number of Permits/Contracts Issued	3,600	3,863	3,863	3,863	3,863

Revenue Collection

Description

The Revenue Collections program provides revenue collection and administrative support for business income tax, transient lodgings tax, business improvement districts, special assessment liens, and the utility billing system.

Goals

Revenue Collections supports the City goal to deliver efficient, effective and accountable municipal services, as well as the OMF goals of ensuring long-term financial health and continuously improving business processes through collection of funds to administer essential City services. The program continues to streamline the bureau's business management functions and pursue efforts to expand revenue collections with other City bureaus.

Performance

Revenue Collections continues to identify new revenue sources, enhance collection efforts and improve use of technology to complete work more efficiently. Revenue collected $170 million and supported the collection of an additional $330 million for other City bureaus. The program tracks cost per dollar collected, number of bureau accounts managed, number of e-commerce transactions and the dollar amount collected from these transactions. The program also tracks an estimated business tax gap to ensure that collection efforts remain as high as possible.

Changes to Services and Activities

Revenue Collections plans to implement new technology projects to streamline business processes as funding is available. With proposed budget cuts, the program's ability to take advantage of technology efficiencies in FY 2012-13 will be reduced. The program continues to collect significant revenues through the efforts of the Unregistered Compliance team, the Delinquent Collections team, and the Audit section and plans to focus on new opportunities to expand revenue collection activities for other City bureaus and other local jurisdictions in FY 2012-13.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	58.43	58.50	58.20	63.00	55.20
Expenditures					
Business Solutions	2,648,796	2,903,698	3,289,228	3,207,360	3,207,360
Community Technology	0	0	0	9,069,729	0
License and Tax	11,103,561	11,362,501	12,473,087	11,990,614	11,990,614
Operations	2,243,687	2,011,185	2,069,339	1,841,679	1,841,679
Total Expenditures	**15,996,044**	**16,277,384**	**17,831,654**	**26,109,382**	**17,039,653**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Effectiveness					
Business License Tax Gap - Difference between business taxes paid and owed (in millions)	$6.81	$5.19	$5.43	$5.68	$5.68
Toal Bureau revenue collected (in millions)	$145	$168	$171	$173	$173
Total e-commerce bureau revenue collected (in millions)	$6	$10	$12	$13	$13

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Efficiency					
Cost per license & tax dollar collected	$0.04	$0.03	$0.04	$0.04	$0.04
Number of bureau e-commerce transactions	10,533	12,449	12,216	13,135	13,135
Workload					
Number of bureau accounts managed	65,873	72,005	73,361	74,743	74,743
Suported revenue collection in millions	$314	$330	$360	$390	$390
Number of supported accounts	187,482	187,728	222,000	222,000	222,000

Franchise Management

Description

The Franchise Management program oversees the collection of utility license and franchise fees that are a major source of revenue to the General Fund. The program pursues revenue opportunities arising from both the City's management of the rights-of-way and its ability to levy taxes and fees. Staff defends City authority and franchising processes from pre-emption or drastic curtailment by action of the FCC, Congress or the Oregon Legislature. Franchise compliance efforts including audits, collections, and litigation represent a significant component of the program. Staff also oversees the City's broadband strategy. Implementation of the Broadband Strategic Plan is housed within this program.

Goals

The program supports City goals to deliver efficient, effective, and accountable municipal services and improve the quality of life in neighborhoods through providing vision, oversight and planning expertise for the community's technology and broadband infrastructure initiatives.

Performance

As of January 2012, the Franchise Management program administers 42 franchises and 226 utility licensees and is on track to generate over $71 million in General Fund revenues.

Changes to Services and Activities

In FY 2012-13 the Revenue Bureau will integrate staff and functionality with the Office for Community Technology. Staff will continue the audit schedule of franchisees/licenses, provide litigation support for several lawsuits, and draft franchise renewal templates for all business sectors. Staff will continue to work with citizens and wireless providers to address the expected expansion of wireless facilities in the City and continue implementation of the Broadband Strategic Plan, which recognizes that high speed affordable broadband to every home and business represents basic infrastructure for Portland in the 21st century and is a key driver of the local economy.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	0.00	0.00	0.00	0.00	5.00
Expenditures					
Franchise Management	0	0	0	0	721,478
Total Expenditures	**0**	**0**	**0**	**0**	**721,478**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Effectiveness					
General Fund Revenues Collected	$72,080,787	$70,424,683	$68,432,680	$70,012,465	$70,012,465
Efficiency					
Cost per $1,000 of General Fund Revenue Collected	$14.39	$14.41	$14.56	$14.98	$14.98
Workload					
Franchises/Utility Licenses Administered	75	268	268	266	266

Cable Communications

Description

The Cable Communications program provides cable regulatory and consumer protection services countywide through the Mt. Hood Cable Regulatory Commission (MHCRC) through a longstanding intergovernmental agreement (IA) with five other Multnomah County local governments. 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. The program responds to cable subscriber complaints throughout the County, supports planning and funding of community uses of broadband and cable technology, and provides oversight and funding for Portland Community Media (PCM) and MetroEast Community Media.

Goals

The program supports City goals to deliver efficient, effective, and accountable municipal services and improve the quality of life in neighborhoods through championing the public interest in communications technology and associated government policies.

Performance

Dedicated grant funds are awarded to nonprofits, schools, and local governments and represent a significant community investment. Broadband capacity and connectivity continues to reach critical sites, including public schools and libraries using the Comcast Institutional Network ("I-Net"), which is connected to the City's Integrated Regional Network Enterprise (IRNE) system. PCM and MetroEast Community Media continue to excel in providing community programming, including live government meetings, accessibility, education and training in community media.

Changes to Services and Activities

In FY 2012-13 the Revenue Bureau will integrate staff and functionality with the Office for Community Technology. Through the successful renewal of the Comcast Cable Franchise, funds available for community technology and I-Net grants will double from $1.5 million to $3 million with a projected increase from 30 to 60 grants. The MHCRC plans to implement a more comprehensive and systematic evaluation of grant outcomes in order to better gauge the impact of grants.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	0.00	0.00	0.00	0.00	3.00
Expenditures					
Cable Regulatory Services	0	0	0	0	773,556
PEG	0	0	0	0	6,926,822
Portland Community Media	0	0	0	0	878,194
Total Expenditures	**0**	**0**	**0**	**0**	**8,578,572**

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
Effectiveness					
Grant Funds Provided to Nonprofits, Schools, and Local Government Agencies	$2,176,902	$2,919,648	$1,642,000	$3,000,000	$3,000,000

	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
Resources					
External Revenues					
Taxes	2,287,477	3,131,679	3,625,720	3,412,000	3,412,000
Licenses & Permits	5,525,734	5,788,360	6,355,814	8,076,034	8,076,034
Charges for Services	29,243	43,296	34,100	4,896,849	4,896,849
Intergovernmental	864,437	856,708	877,966	899,915	899,915
Miscellaneous	96,575	90,414	53,750	126,500	126,500
Total External Revenues	**8,803,467**	**9,910,457**	**10,947,350**	**17,411,298**	**17,411,298**
Internal Revenues					
General Fund Discretionary	3,914,420	3,843,975	4,027,063	5,497,609	5,588,609
Fund Transfers - Revenue	735	711	0	267	698
Interagency Revenue	3,548,798	3,533,560	4,194,319	4,179,675	4,179,675
Total Internal Revenues	**7,463,953**	**7,378,246**	**8,221,382**	**9,677,551**	**9,768,982**
Beginning Fund Balance	1,319,641	568,163	219,882	2,862,129	2,862,129
Total Resources	**$17,587,061**	**$17,856,866**	**$19,388,614**	**$29,950,978**	**$30,042,409**
Requirements					
Bureau Expenditures					
Personnel Services	5,637,722	5,732,251	6,296,651	7,334,151	7,359,933
External Materials and Services	9,113,371	9,188,360	10,201,641	17,596,184	17,800,723
Internal Materials and Services	2,239,744	2,404,588	2,555,640	2,739,058	2,739,058
Total Bureau Expenditures	**16,990,837**	**17,325,199**	**19,053,932**	**27,669,393**	**27,899,714**
Fund Expenditures					
Contingency	0	0	0	643,000	723,431
Fund Transfers - Expense	28,061	13,938	113,646	110,499	110,499
Total Fund Expenditures	**28,061**	**13,938**	**113,646**	**753,499**	**833,930**
Ending Fund Balance	568,163	517,729	221,036	1,528,086	1,308,765
Total Requirements	**$17,587,061**	**$17,856,866**	**$19,388,614**	**$29,950,978**	**$30,042,409**
Programs					
Cable Communications	0	0	0	0	8,578,572
Franchise Management	0	0	0	0	721,478
License and Tax	46	0	0	0	0
Regulatory	994,747	1,047,815	1,222,278	1,560,011	1,560,011
Revenue Collection	15,996,044	16,277,384	17,831,654	26,109,382	17,039,653
Total Programs	**16,990,837**	**$17,325,199**	**$19,053,932**	**$27,669,393**	**$27,899,714**

Class	Title	Salary Range Minimum	Salary Range Maximum	Revised FY 2011-12 No.	Revised FY 2011-12 Amount	Proposed FY 2012-13 No.	Proposed FY 2012-13 Amount	Adopted FY 2012-13 No.	Adopted FY 2012-13 Amount
30000063	Accountant II	49,754	60,798	1.00	59,586	1.00	60,804	1.00	60,804
30000064	Accountant III	54,787	66,893	1.00	66,888	1.00	66,888	1.00	66,888
30000434	Administrative Assistant	45,074	69,451	1.00	59,880	1.00	61,725	1.00	61,725
30000437	Administrative Supervisor II	57,450	76,586	1.00	76,584	1.00	76,584	1.00	76,584
30000448	Business Systems Analyst	57,450	76,586	5.00	371,380	5.00	374,771	5.00	374,771
30000447	Business Systems Analyst, Assistant	45,074	69,451	2.00	101,139	2.00	105,281	2.00	105,281
30000449	Business Systems Analyst, Sr	63,378	84,635	2.00	165,106	2.00	168,216	2.00	168,216
30000704	Cable/Franchise Operations Manager	80,787	107,557	0.00	0	1.00	107,556	1.00	107,556
30000703	Cable/Franchise Program Manager	66,602	89,107	0.00	0	1.80	142,263	2.00	160,095
30000017	Customer Accounts Specialist I	33,800	47,320	2.00	94,632	2.00	94,632	2.00	94,632
30000568	Financial Analyst, Sr	63,378	84,635	1.00	84,636	2.00	169,272	2.00	169,272
30000588	License & Tax Division Manager	80,787	107,557	1.00	107,556	1.00	107,556	1.00	107,556
30000013	Office Support Specialist III	40,310	51,896	0.00	0	1.00	51,900	1.00	51,900
30000464	Program Coordinator	60,341	80,475	2.00	142,188	3.00	225,752	3.00	225,752
30000466	Program Manager, Sr	75,109	100,048	1.00	100,044	1.00	100,044	1.00	100,044
30000463	Program Specialist	54,725	72,925	0.00	0	2.00	140,487	2.00	140,487
30001033	Regulatory Division Manager	75,109	100,048	1.00	95,904	1.00	99,126	1.00	99,126
30000190	Regulatory Program Administrator	60,840	73,050	3.00	219,168	3.00	219,168	3.00	219,168
30000189	Regulatory Program Specialist	42,328	54,413	3.00	147,780	3.00	150,860	3.00	150,860
30000191	Revenue & Taxation Specialist I	33,800	43,950	3.00	121,716	3.00	126,522	3.00	126,522
30000192	Revenue & Taxation Specialist II	40,498	48,568	6.00	263,590	6.00	275,060	6.00	275,060
30000193	Revenue & Taxation Specialist III	42,328	54,413	6.00	298,920	6.00	317,656	6.00	317,656
30000194	Revenue & Taxation Specialist IV	45,947	58,032	9.00	506,882	7.50	424,464	7.50	424,464
30000196	Revenue & Taxation Specialist V	49,566	62,358	4.00	249,456	4.00	249,456	4.00	249,456
30000586	Revenue Audit Supervisor	66,602	89,107	1.00	89,112	1.00	89,112	1.00	89,112
30000404	Revenue Auditor	57,450	76,586	3.00	214,612	3.00	218,044	3.00	218,044
30000405	Revenue Auditor, Sr	63,378	84,635	3.00	253,908	3.00	253,908	3.00	253,908
30000413	Revenue Bureau Director	102,648	146,952	1.00	129,912	1.00	134,796	1.00	134,796
30000443	Revenue Bureau Operations Manager	80,787	107,557	1.00	105,372	1.00	107,010	1.00	107,010
30000587	Tax Supervisor	63,378	84,635	1.00	84,636	1.00	84,636	1.00	84,636
30000531	Training & Development Analyst	57,450	76,586	1.00	72,896	1.00	75,704	1.00	75,704
TOTAL FULL-TIME POSITIONS				66.00	4,283,483	72.30	4,879,253	72.50	4,897,085
TOTAL PART-TIME POSITIONS				0.00	0	0.00	0	0.00	0
30000194	Revenue & Taxation Specialist IV	45,947	58,032	0.50	29,016	0.00	0	0.00	0
TOTAL LIMITED TERM POSITIONS				0.50	29,016	0.00	0	0.00	0
GRAND TOTAL				66.50	4,312,499	72.30	4,879,253	72.50	4,897,085

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

Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2012-13	18,990,270	0	18,990,270	66.00	FY 2012-13 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	0	(20,389)	(20,389)	0.00	Non-represented merit pay freeze
	8,863,927	205,802	9,069,729	7.80	Transfer OCT to Revenue Bureau
	0	0	0	0.00	Increase software license fee revenues and reduce General Fund $7,200
	(87,242)	0	(87,242)	0.00	Reduction - external materials and services
	(114,666)	0	(114,666)	0.00	Reduction - City Attorney interagency
	(105,765)	0	(105,765)	(1.50)	Eliminate Revenue Tax Specialist IV positions
	0	0	0	0.00	Increase regulatory revenues and reduce General Fund $10,000
	0	0	0	0.00	Recognize $100,000 of special event revenue and reduce General Fund
	(40,129)	0	(40,129)	0.00	Technical adjustments
	85,528	0	85,528	0.00	Private for Hire Transportation Safety Fund technical adjustments
	(107,943)	0	(107,943)	0.00	OMF interagency adjustments
Approved Budget Additions and Reductions					
	0	91,000	91,000	0.00	Carryover FY 2011-12 Litigation Funds for Cable Program
	25,782	0	25,782	0.20	Increase grant funding to support position in the Cable program
Adopted Budget Additions and Reductions					
	113,539	0	113,539	0.00	Increase PEG and Compliance and Access funds by $193,539 reduce Cable Fund balance.
	8,633,031	**276,413**	**8,909,444**	**6.50**	**Total FY 2012-13 Decision Packages**
			27,899,714	**72.50**	**Total Adopted Budget**

Citywide Projects

Overview

Citywide Projects includes the Public Safety Systems Revitalization Program (PSSRP).

PSSRP manages the procurement and implementation of upgrades to the City of Portland's public safety systems used by the City and its regional partner agencies.

PSSRP has overall responsibility for monitoring life cycles for public safety systems including those used for: emergency call processing and dispatching, criminal justice, emergency operations, and radio and data communications, and interoperability needs of the City of Portland and partnering regional jurisdictions.

The key driving factors for the program are: (1) the inability to receive ongoing maintenance from current public safety systems vendors; (2) the retirement of key system support staff; and (3) the difficulty of maintaining interoperability with existing systems. The program is necessary to replace or upgrade aging public safety technology systems in order to sustain vital emergency response services and public safety operations for the citizens of Portland.

Current projects in the PSSRP project portfolio are:

- The Regional Justice Information Network (RegJIN) Project, which will replace the legacy Portland Police Data System (PPDS), a system used by regional law enforcement partner agencies.
- The Public Safety Emergency Radio Replacement Project, which will implement a cost effective, highly reliable digital public safety voice radio system replacement that meets the current and emerging needs of the Portland region.
- The Portland Fire & Rescue (PF&R) Fire Information Systems (FIS) Replatform Project, which will port the FIS to a current and supported development platform.

Public Safety Systems Revitalization Program

Description

The PSSRP office provides overall management and technical leadership for the projects in the PSSRP portfolio, and includes staff needed to plan for and implement public safety system replacements and upgrades.

Goals

Citywide Projects supports the City goal of delivering efficient, effective, and accountable municipal services by maintaining a financially healthy City government through upgrades to the City's public safety technology systems. Specific PSSRP goals include:

- Replace aging public safety systems technology
- Position the City to take advantage of current public safety technology initiatives
- Conduct transparent and open processes
- Collaborate with vested stakeholders
- Adhere carefully to program scope and project plan parameters
- Implement and utilize established project management practices

Performance

There are no performance measures associated with PSSRP in the budget. Quality and effectiveness of PSSRP are measured and reported monthly by an independent quality assurance (QA) services firm on contract with the City. Each month, the QA consultant assesses and reports on 45 critical project management areas for PSSRP projects.

Changes to Services and Activities

It is expected that all available positions necessary for completing the remaining PSSRP projects will be filled in FY 2012-13. Reductions made in FY 2012-13 will impact availability of staff resources for change management and program management activities. Anticipated activities in FY 2012-13 include: awarding a contract for a new PPDS replacement system after a competitive Request for Proposal (RFP) process; selecting a vendor and beginning contract negotiations for a replacement radio system after a competitive RFP process; and performing replatforming work on Portland Fire and Rescue's Fire Information Systems.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	10.00	10.00	10.00	9.00	9.00
Expenditures					
Public Safety Systems Revitalization Program	6,824,447	13,111,876	3,751,038	9,704,662	9,704,662
Total Expenditures	**6,824,447**	**13,111,876**	**3,751,038**	**9,704,662**	**9,704,662**

Citywide Projects

City Support Services Service Area

Summary of Division Budget

	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
Resources					
External Revenues					
Intergovernmental	429,167	822,390	96,346	0	0
Bond & Note	8,825,944	11,864,513	0	0	0
Miscellaneous	34,858	21,294	0	0	0
Total External Revenues	**9,289,968**	**12,708,197**	**96,346**	**0**	**0**
Internal Revenues					
General Fund Discretionary	1,120,005	1,797,027	1,398,265	1,271,816	1,271,816
Fund Transfers - Revenue	16,934,046	1,561,978	12,569,808	2,672,637	2,675,045
Total Internal Revenues	**18,054,051**	**3,359,005**	**13,968,073**	**3,944,453**	**3,946,861**
Beginning Fund Balance	1,889,619	21,152,090	24,894,302	26,016,459	26,016,459
Total Resources	**$29,233,639**	**$37,219,292**	**$38,958,721**	**$29,960,912**	**$29,963,320**
Requirements					
Bureau Expenditures					
Personnel Services	883,234	1,211,693	1,374,142	1,142,880	1,142,880
External Materials and Services	5,257,072	9,666,665	1,570,044	6,643,843	6,643,843
Internal Materials and Services	574,056	2,233,969	806,852	682,184	682,184
Capital Outlay	0	0	0	1,235,755	1,235,755
Total Bureau Expenditures	**6,714,362**	**13,112,327**	**3,751,038**	**9,704,662**	**9,704,662**
Fund Expenditures					
Debt Service	1,203,687	1,177,500	0	0	0
Contingency	0	0	31,311,404	17,583,613	17,586,021
Fund Transfers - Expense	163,500	539,508	3,896,279	2,672,637	2,672,637
Total Fund Expenditures	**1,367,187**	**1,717,008**	**35,207,683**	**20,256,250**	**20,258,658**
Ending Fund Balance	21,152,090	22,389,957	0	0	0
Total Requirements	**$29,233,639**	**$37,219,292**	**$38,958,721**	**$29,960,912**	**$29,963,320**
Programs					
Administration & Support	129	0	0	0	0
Administration & Support	(111,252)	0	0	0	0
Administration & Support	200	0	0	0	0
Enterprise Business Solution Project	(1,516)	451	0	0	0
Public Safety Systems Revitalization Program	6,824,447	13,111,876	3,751,038	9,704,662	9,704,662
Public Safety Systems Revitalization Program	2,354	0	0	0	0
Total Programs	**6,714,362**	**$13,112,327**	**$3,751,038**	**$9,704,662**	**$9,704,662**

Class	Title	Salary Range Minimum	Salary Range Maximum	Revised FY 2011-12 No.	Revised FY 2011-12 Amount	Proposed FY 2012-13 No.	Proposed FY 2012-13 Amount	Adopted FY 2012-13 No.	Adopted FY 2012-13 Amount
30000218	Inf Syst Analyst, Principal-Gen	75,109	100,048	2.00	175,152	2.00	175,152	2.00	175,152
30000219	Inf Syst Analyst, Principal-Proj Mgmt	75,109	100,048	1.00	84,624	1.00	87,225	1.00	87,225
30000607	Inf Syst Mgr-Generalist	80,787	107,557	1.00	64,536	1.00	66,736	1.00	66,736
30000451	Management Analyst	57,450	76,586	2.00	122,910	1.00	68,142	1.00	68,142
30001031	Technology Capital Project Manager I	86,840	117,686	3.00	346,932	3.00	351,504	3.00	351,504
30001032	Technology Capital Project Manager II	102,648	146,952	1.00	141,771	1.00	146,952	1.00	146,952
TOTAL FULL-TIME POSITIONS				10.00	935,925	9.00	895,711	9.00	895,711
TOTAL PART-TIME POSITIONS				0.00	0	0.00	0	0.00	0
TOTAL LIMITED TERM POSITIONS				0.00	0	0.00	0	0.00	0
GRAND TOTAL				10.00	935,925	9.00	895,711	9.00	895,711

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

Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2012-13	1,405,863	8,432,846	9,838,709	10.00	FY 2012-13 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	(56,235)	0	(56,235)	(1.00)	Eliminate Management Analyst
	(56,234)	0	(56,234)	0.00	Eliminate contract employee
	0	(8,595)	(8,595)	0.00	Non-represented merit freeze
	(12,983)	0	(12,983)	0.00	OMF interagency adjustments
Approved Budget Additions and Reductions					
	0	0	0	0.00	None
Adopted Budget Additions and Reductions					
	0	0	0	0.00	None
	(125,452)	**(8,595)**	**(134,047)**	**(1.00)**	**Total FY 2012-13 Decision Packages**
			9,704,662	**9.00**	**Total Adopted Budget**

Special Appropriations

Overview

Special appropriations are included in OMF for reporting purposes only. They 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. The Office of Management and Finance provides management and oversight for the appropriations under the direction of City Council. Some appropriations are one-time allocations while others are ongoing.

Ongoing Special Appropriations

Clean and Safe

This special appropriation provides $20,948 in ongoing resources to support the City's share of the downtown Business Improvement District. This special appropriation will supplement charges to downtown property owners. The funds are used for guides, marketing strategies, enhanced security, and street cleaning in the downtown area.

Downtown Services

This special appropriation provides $1,028,416 in ongoing resources to keep downtown Portland a safe and attractive center for people and businesses. This amount is the net of a mandatory reduction of $65,644. Contracted services include bicycle patrol, public restroom cleaning in the downtown parks, and Pioneer Courthouse Square security. The appropriation also funds an interagency agreement with Portland Parks and Recreation to maintain flowers pots along the transit mall and light rail corridor. This appropriation accomplishes different work than the Clean and Safe special appropriation.

City Membership and Dues

This special appropriation provides $274,244 in ongoing resources to fund the costs related to the City memberships in various organizations to which the City subscribes as a municipality. This special 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 2012-13 is $4,525,418.

COPPEA Training

This $15,032 ongoing allocation is for a training set-aside in accordance with the labor agreement with the City of Portland Professional Employee Association (COPPEA).

Emergency Fund

This funding of $5,000 is for the annual appropriation for the Mayor and Commissioners as specified in the City Charter. This appropriation is administered by the Mayor's Office.

Leaders Roundtable

This special appropriation provides $13,981 in ongoing resources to fund the City's share for an advisory group of community leaders. This amount is the net of a mandatory reduction of $583. The group is convened to coordinate and improve interrelated services attended by staff from the Mayor's Office. This special appropriation will be administered by the Mayor's Office.

Discretionary Fund

This special appropriation provides an annual amount of $2,000 for the Mayor's Office as specified in the City Charter. This special appropriation will be administered by the Mayor's Office.

Regional Arts and Culture Council (RACC)

RACC base budget includes a total of $3,795,868 ongoing funding and $200,000 one-time funding for Work for Art in accordance with the contract. The base budget is the net of a mandatory reduction of $157,302.

Portland Center for the Performing Arts (PCPA)

This ongoing funding of $798,035 is to meet the City's obligation to the PCPA. This is a contractual payment to provide operating and capital support to the City-owned performing arts facilities.

Future Connect Scholarship

This package will provide $480,000 in ongoing funding to the Future Connect Scholarship. The above amount is the net of a mandatory reduction of $20,000. This program is designed to create a pathway to an Associate's Degree by helping youth with the financial burden of attending college. It also serves as an incentive for youth who are most at-risk of not graduating college on time. This scholarship covers the cost for the first two years of study at Portland Community College.

Crisis Assessment & Treatment Center

This appropriation provides ongoing funding of $615,013 for the City's share of the operational costs of the Crisis Assessment & Treatment Center.

One-Time Special Appropriations

Oregon Food Bank

This package provides $100,000 in financial assistance to the Oregon Food Bank. This organization collects and distributes emergency food to those in need.

Portland Rose Festival

This package provides $70,000 in funding for public toilets along the Grand Floral Parade and at the Oregon Convention Center for parade-goers with special needs. Additionally, the project will provide enforcement of City rules regarding the prohibition of marking space in the public right-of-way.

RACC - Right Brain Initiative

This package provides $100,000 in support of The Right Brain Initiative to help ensure that arts education remains in Portland schools, providing students with the critical 21st century skills that they will need to succeed in school and in life.

RACC - Work for Art

This request provides $100,000 in funding for one part-time staff position during RACC's busiest campaign to attract new donors.

RACC - Equity & Diversity Initiatives

As part of the new five-year contract with the City, RACC is working to improve its internal measuring systems and to expand its outreach to the minority communities to better serve all Portlanders. This $48,417 in funding will allow RACC to invest in more cultural diversity training; translate guidelines and application materials into Spanish, Russian, Chinese, Somali, and Vietnamese; and increase from 0.25 FTE to 1.0 FTE the staff dedicated to coordinating these diversity outreach activities.

Police Activities League (PAL)

This package provides $35,000 to the Police Activities League (PAL). PAL builds partnerships between youth, police, and the community through recreational, athletic, and educational programs designed to encourage and develop good citizenship and to improve the quality of life in the Portland metropolitan area. PAL targets youth who are at risk of joining gangs, not reaching benchmarks in school, and or live in low income or high risk neighborhoods.

VOZ Workers Right Education Project

This package provides $25,000 to the VOZ Workers Rights Education Project. This is a worker-led organization that empowers immigrants and day laborers to gain control over their conditions through leadership development, organizing, and community education.

SUN Program at David Douglas High School

The SUN service system provides a range of programs to improve student's academic success and build family self-sufficiency. David Douglas High school is the only high-poverty index school in the region without at SUN program. This $100,000 provides the base start-up amount for a SUN High School.

CASH Oregon Free Tax Preparation

This package provides $75,000 to CASH Oregon for free tax preparation service. CASH Oregon serves primarily low income and disadvantaged individuals throughout Portland and Multnomah County. Very few people served by CASH have adequate access to computers or tax preparation software, many are challenged by language barriers and lack basic financial literacy. In addition to tax preparation services, CASH also assists people with their personal finances by connecting them to educational resources and related community services.

Needle Exchange Program

This appropriation provides $65,000 for the Needle Exchange Program in FY 2012-13.

Janus Youth Program - Human Trafficking

This appropriation provides $247,000 for the Janus Youth Program for shelter beds for victims of human trafficking.

First Stop Portland

This appropriation provides $15,000 in financial support for the First Stop Portland program sponsored by Portland State University.

Council Transition Costs

This package provides $213,817 for projected costs related Council transition in FY 2012-13.

Westside Staging

This package provides $360,000 in funding: $180,000 one-time and $180,000 ongoing, for the Westside Staging project.

School Funding

This appropriation provides $6,637,365 in funding to support the school districts in the City of Portland

Carryover - Fostering Success

This is a carryover of $117,000 from FY 2011-12. This funding is for the Fostering Success Initiative to improve the lives and educational futures of foster children in the City.

Carryover - Cully Concordia Adult ESOL Classes

This is a carryover of the unspent balance of $10,000 from FY 2011-12. This funding is for the English for Speakers of Other Languages program for adults in the Cully neighborhood.

SE Works

This funding provides $40,000 to support the Youth Transition Program to assist youth at risk in the Southeast community.

LifeWorks NOW Program

This appropriation provides $100,000 to support the LifeWorks NW in providing counseling, addiction recovery, skills training, and mentoring for women and girls leaving the sex industry.

Restorative Justice Program

This package provides $26,897 to support program to reduce the incidences of exclusions and disparities related to exclusionary disciplines of students in the Parkrose School District.

Outdoor School

This funding provides $50,000 to support the Outdoor School program in the Portland Public School.

Special Appropriations

Summary of Division Budget

City Support Services Service Area

	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
Resources					
External Revenues					
Total External Revenues	**0**	**0**	**0**	**0**	**0**
Internal Revenues					
General Fund Discretionary	13,313,634	6,565,921	9,331,976	20,068,198	19,796,460
General Fund Overhead	152,418	143,555	151,734	162,991	162,991
Interagency Revenue	271,349	12,000	111,111	0	0
Total Internal Revenues	**13,737,401**	**6,721,476**	**9,594,821**	**20,231,189**	**19,959,451**
Beginning Fund Balance	0	0	0	0	0
Total Resources	**$13,737,401**	**$6,721,476**	**$9,594,821**	**$20,231,189**	**$19,959,451**
Requirements					
Bureau Expenditures					
Personnel Services	0	0	5,000	0	0
External Materials and Services	13,609,279	6,588,917	9,289,679	15,265,337	14,616,870
Internal Materials and Services	128,122	132,559	169,080	440,434	1,167,163
Total Bureau Expenditures	**13,737,401**	**6,721,476**	**9,463,759**	**15,705,771**	**15,784,033**
Fund Expenditures					
Contingency	0	0	131,062	4,525,418	4,175,418
Total Fund Expenditures	**0**	**0**	**131,062**	**4,525,418**	**4,175,418**
Ending Fund Balance	0	0	0	0	0
Total Requirements	**$13,737,401**	**$6,721,476**	**$9,594,821**	**$20,231,189**	**$19,959,451**
Programs					
Administration & Support	0	0	0	348,417	0
Economic Opportunity	1,359,427	473,301	0	0	0
Mayor's Office	14,181	0	0	0	0
Special Appropriation - City Support Services	1,059,421	1,880,145	437,130	504,074	504,074
Special Appropriation - Parks, Rec & Culture	5,086,400	3,194,394	7,203,692	5,822,319	6,220,736
Special Appropriation - Public Safety	0	0	172,500	360,000	360,000
Special Appropriation - Transportation & Parking	0	2,819	0	0	0
Special Appropriations - Community Development	6,104,917	1,170,817	1,650,437	8,670,961	8,699,223
Support	113,056	0	0	0	0
Total Programs	**13,737,401**	**$6,721,476**	**$9,463,759**	**$15,705,771**	**$15,784,033**

Class	Title	Salary Range Minimum	Salary Range Maximum	Revised FY 2011-12 No.	Revised FY 2011-12 Amount	Proposed FY 2012-13 No.	Proposed FY 2012-13 Amount	Adopted FY 2012-13 No.	Adopted FY 2012-13 Amount
TOTAL FULL-TIME POSITIONS				0.00	0	0.00	0	0.00	0
TOTAL PART-TIME POSITIONS				0.00	0	0.00	0	0.00	0
TOTAL LIMITED TERM POSITIONS				0.00	0	0.00	0	0.00	0
GRAND TOTAL				0.00	0	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 Appropriations Level (CAL) requirements.

Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2012-13	7,266,853	200,000	7,466,853	0.00	FY 2012-13 Current Appropriation Level
CAL Adjustments					
	4,627	0	4,627	0.00	Portland Center for the Performing Arts
	20,586	0	20,586	0.00	Regional Arts & Culture Council
Mayor's Proposed Budget Decisions					
	(243,529)	0	(243,529)	0.00	Mandatory reductions
	0	100,000	100,000	0.00	RACC - Right Brain Initiative
	0	100,000	100,000	0.00	RACC - Work for Art
	0	48,417	48,417	0.00	RACC - Equity & Diversity Initiatives
	0	100,000	100,000	0.00	Oregon Food Bank
	0	70,000	70,000	0.00	Portland Rose Festival
	0	75,000	75,000	0.00	CASH Oregon
	0	65,000	65,000	0.00	Needles Exchange Program
	0	150,000	150,000	0.00	Janus Youth Program - Human Trafficking
	0	25,000	25,000	0.00	VOZ Workers Right Education Project
	0	35,000	35,000	0.00	Police Activities League
	0	15,000	15,000	0.00	First Stop Portland
	0	100,000	100,000	0.00	SUN Program - David Douglas
	0	213,817	213,817	0.00	Council Transition Costs
	180,000	180,000	360,000	0.00	Westside Staging
	0	7,000,000	7,000,000	0.00	School Funding
Approved Budget Additions and Reductions					
	0	97,000	97,000	0.00	Janus Youth - Human Trafficking
	0	(362,635)	(362,635)	0.00	School Funding adjustments
	0	117,000	117,000	0.00	Carryover - Fostering Success
	0	10,000	10,000	0.00	Carryover - Cully Concordia
	0	40,000	40,000	0.00	SE Works
	0	100,000	100,000	0.00	LifeWorks NOW Program
	0	50,000	50,000	0.00	Outdoor School
	0	26,897	26,897	0.00	Restorative Justice Parkrose
Adopted Budget Additions and Reductions					
	0	0	0	0.00	None
	(38,316)	**8,355,496**	**8,317,180**	**0.00**	**Total FY 2012-13 Decision Packages**
			15,784,033	**0.00**	**Total Adopted Budget**

Acronyms

AA ..... Affirmative Action

AP ..... Accounting period

BAC ..... Budget Advisory Committee

BDS ..... Bureau of Development Services

BES ..... Bureau of Environmental Services

BFS ..... Bureau of Financial Services within OMF

BHR ..... Bureau of Human Resources

BOD ..... Biochemical oxygen demand (a strength measure of sewage)

BOEC ..... Bureau of Emergency Communications

BRASS ..... Portland's budgeting software

BPS ..... Bureau of Planning and Sustainability

BTS ..... Bureau of Technology Services within OMF

BMP ..... Budget Monitoring Process

CAFR ..... Comprehensive Annual Financial Report

CAD ..... Computer-Aided Dispatch system, used by BOEC

CAL ..... Current appropriation level

CAO ..... Chief Administrative Officer (in OMF)

CBRNE ..... Chemical, biological, radiological, nuclear, explosive

CFO ..... Chief Financial Officer (in OMF)

CIP ..... Capital Improvement Plan

CIS ..... Customer Information System (Portland's utility billing system)

COPPEA ..... City of Portland Professional Employees Association

CPI ..... Consumer Price Index

CRC ..... Capital Review Committee

CRP ..... Clean River Plan

CSL ..... Current service level

CSO ..... Combined sewer overflow

DCTU ..... District Council of Trade Unions

DEQ ..... (State) Department of Environmental Quality

EBS ..... Enterprise Business System, the project that replaced IBIS (the City's former financial system)

ECC ..... Emergency Coordination Center

EPA .....U.S. Environmental Protection Agency

ESA.....Endangered Species Act

ESB.....Emerging small business

FEMA.....Federal Emergency Management Administration

FPD .....Financial Planning Division within OMF

FPDR .....Fire & Police Disability & Retirement

FTE .....Full-time equivalent employees

FY.....Fiscal year

GAAP .....Generally accepted accounting principles

GFOA .....Government Finance Officers Association

GIS .....Geographic Information System

GO Bond .....General obligation bond

GTR .....General transportation revenues

HR .....Human Resources

IA .....Interagency agreement

IBIS .....Integrated Business Information System, the City's former central financial system

IGA .....Intergovernmental agreement

LCDC .....(State) Land Conservation and Development Commission

LID .....Local Improvement District

LT2 .....Long-Term 2 Surface Water Treatment Rule

LUBA .....Land Use Board of Appeals

M&S .....Materials and services

M/W/ESB .....Minority/Women-owned/Emerging Small Business

Metro .....Portland metropolitan regional government

MFR .....Managing for Results

MDCs .....Mobile Data Computers, in police patrol cars

MOU.....Memorandum of Understanding

NOAA Fisheries.....National Oceanic & Atmospheric Administration—National Marine Fisheries Service

NPDES.....National Pollutant Discharge Elimination System

O&M.....Operation and maintenance

OAR.....Oregon Administrative Rules

ODOT.....Oregon Department of Transportation

OHWR.....Office of Healthy Working Rivers

OMF.....Office of Management & Finance

ONI ..... Office of Neighborhood Involvement

OPSRP ..... Oregon Public Services Retirement Plan, successor to PERS

OPUC or ***PUC*** ..... Oregon Public Utility Commission

ORS ..... Oregon Revised Statutes

OYVP ..... Office of Youth Violence Prevention

P&D ..... Printing & Distribution within OMF

PBEM ..... Portland Bureau of Emergency Management

PBOT ..... Portland Bureau of Transportation

PDC ..... Portland Development Commission

PERS ..... Public Employees Retirement System, succeeded by OPSRP for newer public employees

PF&R ..... Portland Fire & Rescue

PFFA ..... Portland Fire Fighters Association

PHB .....Portland Housing Bureau

PP&R ..... Portland Parks & Recreation

PPA ..... Portland Police Association

PPCOA ..... Portland Police Commanding Officers Association

PPDS ..... Portland Police Data System

PPI ..... Producer Price Index

PSSRP ..... Public Safety Systems Revitalization Project

PTE ..... Professional, technical, and expert services

PURB ..... Portland Utility Review Board

RACC ..... Regional Arts & Culture Council

RFP ..... Request for proposal

ROW ..... Right-of-way

SAFE ..... Street Access for Everyone

SAP ..... New City financial and human resource system (successor to IBIS), implemented in FY 2008-09

SCT ..... Service Coordination Team

SDC ..... System development charge

SEA ..... Service Efforts and Accomplishments Report

SMF ..... Street Maintenance Fee

TAN ..... Tax anticipation note

TIF ..... Tax increment financing

TMDL ..... Total maximum daily load

TSCC ..... Tax Supervising & Conservation Commission

UGB.....Urban Growth Boundary

URA.....Urban Renewal Area

Glossary

2040 PLAN: A planning guide for regional growth in the Portland metropolitan area over the next 35 to 50 years. The plan was produced by Metro, the regional governing body for the Portland metropolitan area.

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

ACCOUNTING PERIOD: The City's fiscal year is divided into 12 accounting periods. Each accounting period is one month long. There are 16 accounting periods in total, with 13-16 being used for small adjustments.

ACCRUAL: An entry which records an expense for which no cash disbursement has occurred at the end of the fiscal year, although the expense was incurred in that fiscal year. Accruals are used to ensure expenses are recorded in the fiscal year in which they are incurred, regardless of when payment actually takes place.

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

BALANCED BUDGET: Oregon Administrative Rule 150-294.352(1)-(B), relating to Local Budget Law, states that the City "must construct its budget in such a manner that the total resources in a fund equal the total of expenditures and requirements for that fund" and "the total of all resources of the district must equal the total of all expenditures and all requirements for the district." A budget that meets these specifications is considered balanced.

BALLOT MEASURE 37: A measure approved by Oregon voters in November of 2004. The measure requires state and local governments to reimburse property owners for reduced property values attributable to government regulation, or to waive the applicable regulations. Ballot Measure 49, passed in 2007, overturned and modified many Measure 37 provisions.

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

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

BEGINNING FUND BALANCE: Net resources (cash and noncash) available in a fund at the beginning of a fiscal year, carried over from the prior fiscal year.

BRASS: The Budget Reporting and Analysis Support System, the City's budget software system. BRASS is used to develop and track the City's budget.

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

BUDGET: A financial, operating, and management plan for the provision of services. A budget provides for the receipt of revenues and establishes legal appropriations for the fiscal year or period.

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

BUDGET COMMITTEE: A special committee required under Oregon Local Budget Law. The committee, which in Portland's case is identical in composition to the City Council, reviews the Mayor's Proposed Budget and votes to approve the budget.

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

BUDGET MONITORING PROCESS (BuMP): A report submitted by bureaus three times each year, typically occurring in October, January, and April. The report compares planned and actual expenditures, revenues, and performance measure data. Bureaus can also request appropriation changes through the BuMP processes.

BUDGET NOTES: Directives included in the budget adoption ordinance that instruct a bureau or office to take a specific action, or that convey Council intent with respect to a particular issue.

BUDGET PHASES: The following are the major versions of the budget. Each corresponds with a different phase of the budget process.

- **REQUESTED:** A bureau's requested appropriation as submitted to the Financial Planning Division and the City Council.

- **PROPOSED:** The Mayor's recommended budget as presented to the Budget Committee.

- **APPROVED:** The budget as approved by the Budget Committee and subsequently reviewed and certified by the Multnomah County Tax Supervising and Conservation Commission. The Approved Budget occurs after the release of the Mayor's Proposed Budget and before the final Adopted Budget.

- **ADOPTED:** The budget as adopted by City Council. It is the Adopted Budget from which the City operates during the fiscal year.

- **REVISED:** The budget as amended by ordinances adopted by City Council throughout the fiscal year.

BUREAU ADVISORY COMMITTEE (BAC): A committee, specific to a particular bureau, consisting of community members appointed to advise the bureau on its budget requests and to make recommendations to Council.

BUREAU GOAL: A specific statement of results that a bureau plans to achieve to meet an identified community need.

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

CAPITAL EQUIPMENT: Machinery, vehicles, furniture, etc. with a unit cost in excess of $5,000 and an expected life of at least one year.

CAPITAL IMPROVEMENT: An expenditure of at least $10,000 that extends an asset's useful life and/or improves its efficiency, capacity, or usability. The life expectancy of a capital improvement must be at least ten years.

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

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

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

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

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

DESTINATION FUND: A fund receiving transferred dollars from another fund (the "source fund").

ENDING FUND BALANCE: The amount that remains unspent in a fund after subtracting budgeted expenditures, including contingency.

EXPENSES:

- **BUREAU EXPENSES:** Requirements of the programs or services provided by the City's bureaus. The major bureau expense categories are personal services, internal and external materials and services, and capital outlay.

- **FUND EXPENSES:** Requirements of a fund for supporting programs and services. The major fund expense categories are contingency, debt retirement, and interfund transfers.

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

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

FINANCIAL OUTLOOK: Report on the General Fund's current financial condition. The report is used by Council and produced quarterly, 4 times per year.

FINANCIAL PLANNING DIVISION: The unit within the Office of Management and Finance that plans and administers the budget process for the City. This includes the issuance of instructions to bureaus, analysis of requests, preparation of the Mayor's Proposed Budget, and preparation of the Adopted Budget.

FISCAL YEAR (FY): The twelve-month period beginning July 1 and ending June 30.

FUND: A budgetary and accounting mechanism for designating a sum of money or other resources for a particular purpose. Each fund constitutes an independent budgetary, fiscal, and accounting entity. Fund categories include governmental, proprietary, and fiduciary. Funds are established in accordance with state and local laws, regulations, and other limitations.

- **CAPITAL PROJECT FUNDS:** Funds dedicated to the acquisition, construction, or improvement of capital assets. (Construction funds for the Bureau of Environmental Services and the Water Bureau are considered enterprise funds.)

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

- **ENTERPRISE FUNDS:** Funds that are used to account for activities that render services on a user-fee basis and are expected to function without General Fund resources. Enterprise funds include the Hydroelectric Power Operating, Water, Sewer System Operating, Solid Waste Management, Golf, and Parking Facilities Funds.

- **FIDUCIARY FUNDS:** The City has three fiduciary funds, all used to account for the retirement and disability costs of police and fire personnel. Revenues for the main fund, the Fire & Police Disability & Retirement (FPDR) Fund, are received from a property tax levy authorized by Portland voters in 1948.

- **GENERAL FUND:** The General Fund includes resources for all general purpose activities of the City that are supported by property taxes, other discretionary resources, and by General Fund overhead recovery revenue.

- **GOVERNMENTAL FUNDS:** Funds that support the general government activities of the City. The largest and most visible governmental fund is the General Fund, which supports police, fire, parks, and other services. The Transportation Operating Fund is the other major govern-mental fund. Capital projects, debt service, permanent, and special revenue funds are also governmental funds.

- **INTERNAL SERVICE FUNDS:** Funds that provide central services such as fleet maintenance and printing to other bureaus and agencies. These funds operate almost solely with revenues received from the agencies using their services.

- **PERMANENT FUNDS:** Funds for gifts or bequests that are legally restricted to the extent that only interest earnings on the principal may be used as designated by the donor. Currently, the City has only one fund of this type, the Parks Endowment Fund.

- **PROPRIETARY FUNDS:** A category of funds that includes enterprise funds and internal service funds.

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

◆ **SPECIAL REVENUE FUNDS:** Funds established to receive money from specific sources that can be used only for specific purposes. Reserve funds are examples.

GENERAL FUND DISCRETIONARY: General Fund discretionary resources are those that the City Council can allocate to programs and services in any area. Discretionary resources include property taxes, utility license fees, business license fees, transient lodging taxes, state shared revenues (from cigarette taxes and liquor sales), interest income, miscellaneous revenues, and cash transfers into the General Fund. General Fund bureaus receive General Fund discretionary revenue that is an allocation of these discretionary resources.

GENERAL FUND OVERHEAD: General Fund overhead consists of those functions that provide general support to other parts of City government. Overhead functions include the Bureaus of Financial Services, Human Resources, and Purchases in the Office of Management and Finance, the Offices of the Mayor, City Commissioners, Auditor, Attorney, and Emergency Management. The budgets for these bureaus and offices are allocated to other bureaus through the General Fund overhead model. Non-General Fund bureaus transfer General Fund overhead to the General Fund, where it funds General Fund overhead recovery revenue that is to support the overhead functions. General Fund bureaus' share of General Fund overhead is not collected; instead, the overhead functions receive General Fund discretionary revenue to cover what would be the General Fund bureaus' share of General Fund overhead.

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

GOVERNMENT FINANCE OFFICERS ASSOCIA-TION (GFOA) DISTINGUISHED BUDGET AWARD: The highest form of recognition in governmental budgeting. Its attainment represents a significant accomplishment by the management, staff, and elected officials of recipients. Budgets are evaluated for effectiveness as a policy document, a financial plan, an operations guide, and a communication device.

GRANT: Donated financial assistance received from state, federal, or other third-party sources, or similar assistance to non-city entities from City revenues.

INTEGRATED BUSINESS INFORMATION SYSTEM (IBIS): The City's previous central financial system, including general ledger, accounts payable, accounts receivable, payroll, and other modules. IBIS has been replaced with a new system (SAP) during FY 2008-09.

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

INTERNAL SERVICE BUREAUS: Bureaus that exist to provide services to other City bureaus. These services include fleet, printing and distribution, facilities management, risk management (insurance), and technology services.

LINE ITEM: The lowest level expenditure classification. Line items are detail accounts within major object codes. For example, utilities and local travel are line items within the external materials and services major object category.

LOCAL BUDGET LAW: Oregon Revised Statutes, Chapter 294, which prescribes budgeting practices for municipalities, counties, and special districts within Oregon.

MAJOR OBJECT CATEGORIES: Broad categories of expenditures. Major object categories include personal services, external and internal materials and services, capital outlay, interfund transfers, contingency, and debt service. (See Account or Line Item.)

MINOR EQUIPMENT: Tools or equipment with a unit cost of less than $5,000.

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

OBJECTIVE: A desired result, established for a group of related activities within a bureau. The achievement of an objective satisfies part or all of a bureau goal.

OFFICE OF MANAGEMENT AND FINANCE (OMF): The organizational unit that includes many of the City's central administrative functions such as human resources, accounting, treasury, and debt management, as well as the internal service bureaus. Included is the Financial Planning Division, which is responsible for planning and administering the budget process.

ONE-TIME EXPENDITURES: These are expenditures for one-time projects or services. After the project or service is completed, expenditures are terminated, and funds are no longer appropriated. One-time expenditures are not considered part of normal capital or operating costs.

ONE-TIME REVENUES: Revenues that are either non-recurring (such as certain grant awards, legal settlements etc.) or which represent discretionary General Fund resources in excess of current ongoing requirements but less than the amount required in the fifth year of the financial forecast.

ONGOING EXPENDITURES: Continuing expenditures that maintain established levels of service (as compared to one-time expenditures).

ONGOING REVENUES: Discretionary General Fund revenues that are sufficient to fund services though the five years of the financial forecast.

OREGON REVISED STATUTES (ORS): The laws of the State of Oregon.

OVERHEAD: An amount assessed, usually at the fund level, to support administrative and general support services budgeted in the General Fund. The collection of overhead charges from all City funds ensures that all bureaus share the cost of necessary central services, such as accounting, legal services, and purchasing.

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

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

- **EFFECTIVENESS MEASURE:** A qualitative and/or quantitative measure of the extent to which the performance of related tasks achieve a desired result or objective.

- **EFFICIENCY MEASURE:** The extent to which the process utilized by an organization to produce goods and/or services minimizes the use of resources.

- **WORKLOAD MEASURE:** A quantity of work performed.

PORTLAND DEVELOPMENT COMMISSION (PDC): The Portland Development Commission is the City of Portland's urban renewal agency. The commission oversees the investment of urban renewal tax increment revenues in specified urban renewal areas.

PORTLAND PLAN: A document, adopted by City Council on April 25, 2012, that will guide Portland progress and direction over the next 25 years. The plan is organized into the broad themes of 1) a healthy connected City, 2) thriving, educated youth, and 3) economic prosperity and affordability. Equity is the overarching framework for the plan.

PORTLAND UTILITY REVIEW BOARD (PURB): An appointed body of community members that provides independent and representative customer review of water, sewer, and solid waste financial plans and rates. This board operates in an advisory capacity to the City Council.

PROGRAM: A set of activities and projects that seek to accomplish a common specific objective. Programs are typically considered subdivisions of a bureau.

PUBLIC FACILITIES PLAN: A document that describes significant projects that will support land uses in the City's Comprehensive Plan and other projects, divided into short-term (five years) and long-term (6-20 years) needs. The plan supports the City of Portland's Comprehensive Plan and Capital Improvement Plan. There are two classes of public facilities:

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

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

REQUIREMENTS: Budgeted expenditures plus ending fund balance. Requirements include bureau expenditures, contingencies, interfund cash transfers, debt service, and ending fund balance.

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

RESOURCES: Revenue and other monies that a bureau has or expects to receive. Resources include estimated revenues and beginning fund balance.

REVENUE: Money received into a fund or appropriation unit from outside the fund or appropriation unit.

SAP: The financial software system that replaced the City's Integrated Business Information System and other financial software programs used throughout the City.

SERVICE EFFORTS & ACCOMPLISHMENTS (SEA) REPORT : A City report that was issued by the Office of the City Auditor from 1990 through 2010 that identified workload and performance trends for each of the City's public services.

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

SPECIAL APPROPRIATION: Special appropriations are used for special projects and programs that provide citywide benefit and are not part of any particular bureau's operating budget.

SUPPLEMENTAL BUDGET: A supplemental budget is required to increase the size of a fund, or to make a transfer from a fund's contingency during the fiscal year.

TAX SUPERVISING & CONSERVATION COMMISSION (TSCC): The state-authorized body that reviews the budgets of all government entities within Multnomah County prior to adoption by those entities' elected officials. TSCC certifies that each local government's budget is in compliance with Local Budget Law.

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

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Bureau of Financial Services
Richard Goward, Jr., Chief Financial Officer

Financial Planning Division
Andrew Scott, Manager

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Sara Lowe
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